

United States Army, Europe and 7th Army

Freedom's Expeditionary Force

EUR ARMY

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Fall 2005



"Immediate
Response"
demonstrated



COMMANDER'S NOTES

As we start the fall of 2005, I could not be more proud of USAREUR Soldiers, civilians, and families. You have worked tirelessly to achieve our objectives, and you have done so magnificently. To those recently arrived, I extend a warm welcome. You join a team charged with critical responsibilities for the security of the United States, our NATO partners, our allies, and friends. USAREUR units are engaged in the war in Iraq or Afghanistan; we are transforming our forces into more lethal, agile, and certainly more joint-capable, family-accompanied formations; we remain steadfast in our focus on the well-being of our people; we look to new opportunities to strengthen the NATO alliance while pursuing security cooperation initiatives on behalf of EUCOM; and we sustain excellence in training and leader development.

Articles in this second issue of EURArmy address these priorities. We look at the expanding role of NATO in Afghanistan and visit the great Soldiers of D Company, 1-4 Infantry (JMRG OPFOR), attached to the International Security Assistance Force. We examine the status of USAREUR transformation and where we're headed – something we all need to be smart about. We review recent exercises between the U.S. and Bulgaria (IMMEDIATE RESPONSE 05) and the U.S. and Romania (ROMEX 05). We cover the V Corps preparation to assume command of the Multi-National Corps-Iraq (Exercises UNIFIED VICTORY/UNIFIED ENDEAVOR). We report on the tremendous adventure opportunity for the children of deployed parents called OPERATION PURPLE CAMP. And we take a fascinating look back – almost 61 years ago – to



the tough, bitter cold fight by American Soldiers in the Huertgen Forest during the Battle of the Bulge – an area certainly worth your time to visit. And there are many other features I know you'll enjoy too.

This timely edition of EURArmy just scratches the surface of all that is going on in this dynamic theater. No doubt, an assignment to USAREUR brings unparalleled professional and personal opportunities, so make the most of your time here. We welcome ideas that you have for future articles in EURArmy.

Any Mission, Anywhere!

B. B. BELL
General, USA
Commanding



photo by Karen S. Parrish, USAREUR Public Affairs

A Bulgarian Soldier jumps down from his BMP armored fighting vehicle after the combined-arms live-fire exercise at Immediate Response '05 in Bulgaria.



photo by Karen S. Parrish, USAREUR Public Affairs

◀◀ Cover
An M1A1 Abrams Main Battle Tank rolls off a C-17 cargo plane onto an air strip at Bezmer Air Base, Bulgaria July 10, in preparation for Immediate Response '05.

EURArmy

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Contents

In Every Issue

Commander's Notes..... inside front cover
by U.S. Army, Europe Commanding General,
Gen. B.B. Bell

Chevron Notesinside back cover
by U.S. Army, Europe Command Sergeant Major,
Command Sgt. Maj. Michael L. Gravens

Departments

Security Cooperation

Romanians Train With U.S. In ROMEX '05 2
NATO leads multinational effort in Afghanistan ... 6
Delta 1/4 serves with Romanian battalion 10
Immediate Response in Bulgaria 30

Support To Combatant Commanders

V Corps trains for second Iraq deployment 12

People

IMA-Europe hosts Operation Purple Camp 15

Transformation

USAREUR Viewpoints: Brig. Gen. Mark P. Hertling.. 18
U.S. Army, Europe set to transform..... 22
EIS: JMRG's prototype instrumentation system 33

Features

USAREUR History: Aachen 36

For The Record

In the summer 2005 issue of *EUR Army* magazine, Brig. Gen. Michael Tucker was identified as exercise director for Torgau '05. The exercise director was actually Maj. Gen. David T. Zabecki.

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USAREUR's presence is a demonstration of the U.S. commitment to NATO and coalition nations. Through partnership activities, USAREUR helps nations transform their armies.

“The challenge of replicating world-class training on foreign soil is not insurmountable, but it is just that: a challenge.”

— Lt. Col. Jenks Reid,
senior observer-controller

story and photos by Arthur McQueen
USAREUR Public Affairs

ROMEX '05



Soldiers from the Texas Army National Guard and the Romanian 26th Infantry Division move to clear a building while training in Romania during ROMEX '05.

In a world moving toward globalization, the U.S. Army's ability to work with Soldiers from other nations has become a primary concern for U.S. Army, Europe. That's one reason the command recently deployed more than 300 USAREUR Soldiers to Babadag Training Area, north of Constantza, Romania, for Exercise ROMEX '05.

Participating in ROMEX 05 were Soldiers and civilians from 20 of USAREUR's subordinate units, along with more than 500 Romanian military personnel and U.S. Army National Guard and Reserve Soldiers from Texas, Alabama and Wisconsin. The joint, multinational command-and-control element included Romanian military staff and

Fall 2005

U.S. Soldiers from the 1st Armored Division Engineer Brigade.

“Romania is a new NATO partner,” said Col. Lou Marich, exercise director and commander, 1st Armor Division Engineer Brigade. “Here we have 1,400 Soldiers in a task force of almost 30 units, and in less than a month, we are conducting this excellent training. [This is] all part of being an expeditionary Army.”

New Sandboxes

The training cadre from USAREUR's Joint Multinational Readiness Group prepared Soldiers from the Texas Army National Guard and the Romanian military for possible future deployments together by integrating them at squad level, allowing

Fall 2005

them to interact and become familiar with each other's styles of accomplishing the mission.

“The Romanians bring a different flavor to the training,” said Maj. Keith Dupont, exercise operations officer. “When you have a new partner with you, you go deeper into the tasks, conditions and standards. Here it is more intense because there are not as many knowns. You make sure you are doing it right, so that not only you, but also your partner, knows how you [will] operate in future missions.”

ROMEX '05 also let USAREUR's observer-controllers test their abilities to conduct intense and well-organized training in unfamiliar locations.

“This is the first time we have deployed to Romania,” said Lt. Col. Jenks Reid, the senior observer-controller. “The Combat Maneuver Training Center (now Joint Multinational Readiness Group) – our backyard – has a fixed infrastructure to conduct world-class training events and provide world-class feedback. OCs are very comfortable in their own sandbox. We have to get out of that mind-set. The challenge of replicating world-class training on foreign soil is not insurmountable, but it is just that, a challenge.”

While making the training happen was difficult, Reid said it wasn't something he and his team of professionals couldn't handle.



U.S. and Romanian Soldiers move toward a military operations on urban terrain site near Babadag, Romania, during exercise ROMEX '05.

“We are trainers by nature, and by (coming) onto the battlefield to train the force, we think we have done a good job,” he said.

The “Warhogs,” Reid’s OC team, built and ran the military operations on urban terrain sites. Romanian civilians and multinational opposing force Soldiers populated the loosely scripted scenarios.

July 26, Soldiers from the Texas Army National Guard and Romanian 26th Infantry “Red Scorpions” organized into multinational squads and rode Romanian trucks to the start point.

The mixed platoons locked and loaded at the base of a deceptively gentle hill, looked up at a nameless plywood town founded 30 days before, and started walking.

Thorns and wildflowers, pale purple, white, yellow and bright red, did not provide much cover. Approaching the site, the unit took fire at 200 meters.

During the ensuing assault the unit suffered four casualties from a grenade, including two killed in action. This was the most successful engagement of the “enemy” so far, according to the observer/controllers, but there were still lessons to be learned.

“Your job is command and control,” said OC Sgt. 1st Class Kenneth Oberlin to a sweaty young lieutenant who appeared frustrated. “When you charge in, you become another infantryman, and you leave your squad without a leader. Shake it off and take charge.”

The sweat brought results, according to Reid.

“The feedback I am getting on a daily basis is that (the OCs) are very pleased and proud of the Soldiers they are training,” Reid said.

Romanian officials seemed pleased with the exercise results, as well.

“Romania is more and more part of the [NATO] alliance,” said Gen. Constantine Degeratu, military counselor to the Romanian president. “One of the most important things is to see the level of cooperation between our armies, and the training becoming more complex year by year.”

Community Cooperation

The 877th Engineer Battalion of the Alabama National Guard deployed 24 engineers to conduct community assistance projects that benefited eight schools in the communities surrounding the ROMEX '05 exercise site.

The school improvements included new bathrooms and playground equipment, roof installation, fence renovation and landscape enhancement. Romanian contractors and Soldiers participating in the exercise augmented the engineers.

During a visit to the exercise, Romanian President Traian Basescu said, “I thank you for doing this for the villages. Thank you for all that you are doing here together.”

Fall 2005

Building the Infrastructure

Before training could begin, contracting specialists and logisticians worked to create the life support area, while 7th Army Training Command – now Joint Multinational Training Center – contractors built the training site and ranges.

“We did not have any experience working with the Romanian army, government or contractors. I have never (before) been on an exercise where we have had to establish a base camp,” said Marich.

Dupont said the life support area and training facilities for ROMEX '05 were built from the ground up in 30 days.

“I had the opportunity to meet early with my Romanian counterparts – they are very professional, and they understand their jobs. It made our lives a lot easier as we came into this environment,” said Dupont.

The multinational life support area housed nearly 2,000 people. Romanian businesses performed 80 percent of the contracts to build and support the site.

“When you charge in, you become another infantryman, and you leave your squad without a leader. Shake it off and take charge.”

– Sgt 1st Class Kenneth Oberlin, observer-controller

The miniature city provided movable walkways for high-traffic areas, hot meals, 24-hour showers, secure entrances and exits, recreation space, refueling points, laundry service, reliable electricity, telephone services, Internet services and living space consisting of air-conditioned shipping containers or tent quarters with floors.

According to Dupont, Romanian liaison officers ensured local contractors understood the needs of the mission and solved unexpected problems.

“Some supplies were stopped at the border. Our LNOs were expeditious in getting that stuff released,” Dupont said.

Partnership in Action

The exercise was an opportunity to visit home for at least one Romanian-American Soldier participating in ROMEX '05.

Sgt. Marius Ciubucciu, 27th Transportation Battalion, was born near the Danube River in Galati, Romania. In an interview with 1st Armored Division during the exercise, he expressed his pride and hope for the future.

“I’m very happy to see the Romanian army here, because they have a good example to follow,” he said. “The best army in the world, the American Army, is here training them. They are very smart, and so friendly too. We can trust them as friends. It’s good to have them on our side.”

USAREUR's presence is a demonstration of the U.S. commitment to NATO and coalition nations.



ISAF: International Security Assistance Force

NATO leads multinational effort in Afghanistan

by Karen S. Parrish
USAREUR Public Affairs

As parliamentary election day draws near in Afghanistan, the multinational forces providing security assistance to that nation face an increased challenge. Since spring, insurgent attacks have escalated, and NATO has added some 2,000 new troops to its International Security Assistance Force, bringing to 11,000 the force available to help provide security for candidates, polling places and voters.

Parliamentary elections are set for Sept. 18; election officials will announce the results Oct. 2. According to ISAF's new commander, Italy's Lt. Gen. Mauro Del Vecchio, conflict over the elections has already begun and will likely continue well after Afghan citizens learn the names of their new representatives.

"The relations are in a difficult moment. There are many areas of the country in which many, many people don't want the democratic process," Del Vecchio said Aug. 26.

The general, commander of NATO's Rapid Deployable Corps-Italy, took command of ISAF Aug. 4, while RDC-I took over headquarters staffing. Del Vecchio said he expects ISAF's role in Afghanistan to change during his tenure. His tour length is one indication of such change; previous commanders and the nations they represent have taken ISAF's helm for six-month rotations; Del Vecchio is scheduled to lead for nine months.

"The Afghan people had 25 years of war. It is very difficult, after (so long a) period, to begin again to live a normal life," he said. "I think that nine months will give ISAF the opportunity to prove the democratic process in

this country, and will give the Afghan people the opportunity to seek the future in a better way."

Securing the vote

NATO's troop increases can help ensure that opportunity, Del Vecchio said.

The additional NATO presence can be employed "not only as a show of force, but to provide a possibility of action," he said.

"We have three new battle groups that will be deployed; it will be possible for ISAF to intervene where and if necessary," he said.

Del Vecchio said ISAF's role in securing Afghanistan's nascent election system will be as the third component of a three-tiered system, with Afghan National Police and the Afghan National Army as the first two tiers.

Del Vecchio conceded that attacks on NATO and coalition forces had increased during August.

"In the south especially, the situation is more difficult than in the north and the west," he said. "But I think these kinds of attacks do not have the possibility to interrupt the democratic process."

ISAF forces, Del Vecchio said, will remain at increased levels for several months.

"The moment in which the (election) result will be known will be a very delicate, sensitive moment. Therefore ... these additional forces for ISAF will remain here until December to guarantee security," he said.

Expanding the AOR

Another important challenge of his nine-month term as commander of ISAF forces in Afghanistan will be the expansion of NATO's area of responsibility, he said.

ISAF began as a Kabul-centric mission, Del Vecchio



"The PRTs were deployed for the first time in Afghanistan, and **they have a different approach**, in the concept of the security but also to the reconstruction."

— Lt. Gen. Mauro Del Vecchio,
ISAF commanding general

said, but expanded geographically in 2003 and 2004, first into the north and recently into the west.

"Now the area of responsibility of ISAF is almost 50 percent of the entire territory of Afghanistan. But this is only a step of our mission," he said.

Expansion will continue toward the south and then east, he said, and that enlargement of NATO's area of responsibility may bring more challenges.

"In the south and east of Afghanistan, the presence of the Taliban is stronger," Del Vecchio said.

Expansion stage three, toward the south, should begin in 2006, he said, and depends partly on whether Afghan forces are prepared to assume the security mission in that region.

"ISAF is supporting the Afghan national security forces. It is an ongoing process," he said.

Del Vecchio said that since 2002, the Afghan National Army and police forces have improved their capability.

"This is the reason we are here," he said. "We must help the process of improving the capabilities of these organizations."

Members of the NATO element understand the gravity of their mission, he said.

"It is impossible to say that there is not a measure of danger in the process. There are some areas in which the Taliban are the most dangerous element. In other areas, there are the warlords that are the most dangerous element in the progress of the democratic process ... it is a very, very complex situation. There are also many, many ethnic groups that

don't have a good feeling between each other," he said.

To be effective, he said, ISAF must work very closely with the government of Afghanistan, and must communicate to the Afghan people that NATO forces are there to help increase the security of their country.

PRT

Provincial Reconstruction Teams are a new technique ISAF and NATO are using to reach those goals, Del Vecchio said.

PRTs are arranged as civil-military partnerships designed, according to a NATO statement, to "facilitate the development of a secure environment and reconstruction in the Afghan regions."

"The PRT – the Provincial Reconstruction Team – they are a very important strategy, because they have a new concept of approach with cooperation. The PRTs were not in the Balkans (or) in Kosovo. The PRTs were deployed for the first time in Afghanistan, and they have a different approach, in the concept of the security but also to the reconstruction," Del Vecchio said.

The PRT concept, Del Vecchio said, employs a relatively small number of Soldiers, but to great effect.

"The PRT has (not more than) 100 Soldiers for all of a province. But it is possible for a PRT to have a good approach with the people, who understand the task of a PRT."

While PRTs are often situated in remote locations, they have much more interaction with the Afghan people than most ISAF troops, according to U.S. Army Col. Don Hyde, chief of the Combined Joint Operations and

Timeline Afghanistan

From September to December of 2001, Afghanistan's Taliban leadership was flattened by an event avalanche:

Sept. 11, terrorist attacks on the United States killed thousands and added "al-Qaida," to the world's vocabulary. A terrorist organization led by Osama bin Laden, al-Qaida was linked to the Taliban.

Sept. 12, NATO invoked, for the first time in its history, Article 5 of the North Atlantic Treaty, which provides for collective defense.

Oct. 7, the U.S. and Britain launched strikes against military targets in Afghanistan, where Osama Bin Laden had lived and run terrorist camps since approximately 1996.

In December, the U.S.-led Coalition drove the Taliban from power.

Rebuilding

Dec. 5, representatives of major Afghan factions met in Bonn, Germany, and agreed to a timeline for restoring governmental structure to the country.

Dec. 20, The United Nations Security council passed a resolution (UNSCR 1386) establishing the International Security Assistance Force as a peacekeeping mission in Afghanistan. ISAF was first filled by six-month rotations of U.N. member nations (United Kingdom, Turkey and the combined German and Netherlands Corps).

August, 2003, NATO took over command and coordination of ISAF, its first mission outside the Euro-Atlantic area in NATO's history. Initially restricted to providing security in and around Kabul, the alliance is now expanding the mission to cover other parts of the country.

Afghan Elections

Oct. 9, 2004, Afghans voted for their first elected president.

Nov. 3, 2004, the Afghanistan electoral board announced Hamid Karzai as the new president.

Jan. 4, 2004, Afghanistan adopted a constitution, which declares the country an Islamic Republic, affirms democracy and establishes the Independent Human Rights Commission of Afghanistan, declares women equal to men under law, and reserves 25 percent of parliamentary seats for women.

Sept. 18, 2005, Afghanistan's first parliamentary elections are scheduled. Plans call for approximately 6,000 polling places and 10,000 election observers.

Oct. 2, 2005 is the date scheduled for the announcement of parliamentary election results.

Training Office (CJ-3/7), ISAF headquarters, who transitioned in his job with RDC-I to ISAF.

“I’ve been here just over a month. I’m part of the NATO Rapid Deployment Corps-Italy, so I’m a part of the framework of headquarters,” he said. “For us here in the headquarters, we don’t get the direct gratification that they get at the PRTs.”

Hyde spoke about the PRT at Farah, largely manned by Texas Army National Guard Soldiers.

“They are out in the middle of no-

small, well-equipped base whose primary focus is promoting recovery and security in the assigned (area of operations). We are the face of ISAF and the U.S. to the people and leadership of Farah, and everything we say and do, good or bad, is observed by the locals. I know that the physical presence of the PRT, the presence patrols we conduct through the city, and the civil-military reconstruction projects we do have created a more secure environment and have helped to start changing the way people here expect



Pfc. Jason Jenkins, Provincial Reconstruction Team Farah, keeps an eye out for trouble during a mission to Kinesk in the Farah Province.

photo courtesy of PRT Farah

where. There are 96 of them, and they, every day, are going out into the little town of Farah. They have a direct impact on the local society and the local culture and the local economy. I get to go out and about and see things, but they are able to really convert their efforts into something positive,” Hyde said.

Lt. Col. David Wylie, acting commander of PRT Farah, said, “We work with and among the Afghans. The Afghans view us as a part of their community and for the most part are genuinely happy to have us here. We develop relationships with the people and the leaders of Farah – and I think that simply exposing them to our ways and customs and culture is just as important as the projects and training programs and security efforts we bring to Farah.”

The PRT concept is a great one, Wylie said, adding, “(We are) a

things to work. By introducing infrastructure, goods and services that we as westerners expect governments to provide, we can start to break the old ties of warlordism. When people have those things like clean water, health care and education for their children, and they’re getting it from the government – not the local warlord or crime boss, we hope that they will begin to expect and protect these things that improve their way of life.”

ISAF’s mission

Part of Hyde’s responsibility is running ISAF’s Joint Operations Center for current operations and overseeing a plans group.

“We basically do up to 96-hour planning. If we have to do an operation, we then get the necessary material, come up with the plan, and then issue the plan,” he said.

Another part of his operations re-

Overview: Provincial Reconstruction Team Structure

- The first PRT was created in Gardez in December 2002.

- There are currently 21 PRTs.

- Nine PRTs are led by NATO.

- 12 PRTs are led by the U.S.

Provincial Reconstruction Teams are joint civil-military units deployed throughout most of Afghanistan. An interim mechanism, their goal is to strengthen the reach and enhance the legitimacy of the central government in outlying regions through improved security and the facilitation of reconstruction and development efforts.

PRTs are one element in a broader civil-military strategy, which includes continued Coalition combat operations, expansion of NATO/ISAF, progress on the UN-led Bonn process, an accelerated U.S. government assistance program, training and deployment of Afghan National Army and police units, and diplomatic engagement with Afghanistan’s neighbors.

Activities

PRTs focus on a range of activities relevant to their environment, including:

- Establish and maintain good working relationships with key government, tribal, military, religious, NGO and UN leaders in the provinces. Monitor and report on critical political, military and re-construction developments.

- Provide security support for Bonn process activities such as voter registration and the disarmament, demobilization and reintegration of militia forces. In addition, share current security information with local officials and the assistance community.

- Assist in the deployment and mentoring of Afghan National Army and police units located in the provinces. Observe, assess and report on their capabilities.

- Counsel adversaries, referee disputes, and broker agreements between factions.

- Conduct needs assessments and help prioritize reconstruction and development efforts.

- Implement assistance projects, with a focus on geographic areas that civilian agencies cannot reach.

- Provide temporary logistical and security support to allow assistance personnel to travel to areas considered unsafe or inaccessible.

Source: U.S. Agency for International Development July 2005, www.usaid.gov

sponsibility for ISAF is evaluating possible attacks, Hyde said.

“We have incidents ... roadside bombs or something like that. So far, (there has been) nothing really serious, but then we have to basically investigate what’s going on. We do an analysis of the area: are we having tribal or factional fighting? Do we think this is some group that’s trying to impact the elections? So it’s all highly complicated, and it requires the coordination of the entire staff,” he said.

Hyde said while he works long hours, he enjoys the ISAF team.

“I have 30 people of an assortment of nationalities, and they are just absolutely wonderful. So it’s a very good atmosphere. It makes the work here quite delightful. I mean, we’re here 14, 15 hours a day, or more, but it just goes by so fast. It’s not a burden; it’s a real pleasure,” he said.

Hyde said he also enjoys seeing NATO take on new challenges.

“I have seen the metamorphosis of NATO since the Cold War, and I think this is the right direction: NATO is going out of area, and involving as many countries as possible. As a Soldier who is here basically mixing it up at the operational and the tactical level, it’s a real joy to be with my allied friends,” he said.

Hyde said he has worked with NATO for a year, first in Italy and then in Afghanistan. That experience gives him confidence in ISAF’s approach to the security assistance mission, he said.

NATO and U.S. Army, Europe

As part of NATO’s growing role in the Afghanistan security mission, U.S. forces are beginning to integrate into NATO forces in new ways.

Company D, 1st Battalion, 4th Infantry Regiment, drawn from the opposing force battalion stationed at Hohenfels, Germany, is deployed to Afghanistan as part of a Romanian battalion under ISAF’s command and control.

On a visit to Afghanistan in August, Gen. B.B. Bell, U.S. Army, Europe commanding general and commander, Allied Land Component Command, Heidelberg, visited ISAF Headquarters, met with Del Vecchio and other leaders, and stopped by Delta 1/4’s deployed location in Kabul.

Bell said the unit’s OPFOR skills

“This is a terrific opportunity, not only to respond to a NATO requirement, but also to **operate with NATO forces ... this is an operational mission to ensure security for the elections here in Afghanistan.**”

— Gen. B.B. Bell,

USAREUR commanding general

made them a good fit for the mission with NATO’s ISAF.

“With their in-depth knowledge of enemy forces in Afghanistan and Iraq, they are uniquely suited to be effective in these kinds of environments. Quite frankly, the amount of training that they had as opposing force for both Iraq and Afghanistan, coupled with the terrific training that they’ve had for this mission, probably makes them one of the best light infantry units in the United States Army. As a result, they’re over here, capable of meeting any mission requirement that NATO might have during this election period,” the general said, adding, “I’m quite confident, if they’re called on, that they will perform magnificently, as all American forces do under times of stress.”

The U.S. Soldiers and their Romanian counterparts will serve a dual role, Hyde said.

“They’re going to be a major player as far as showing presence, and also being a reserve force, if need be. They are the strategic reserve – the Dutch Battalion and the two companies from the Romanian Battalion are, in fact, [ISAF’s] strategic reserve. The U.S. company has come down to help the Romanians, because [the Romanians’] other company is in Iraq,” Hyde said.

Bell said Romanian and U.S. Soldiers have a developing relationship.

“Interestingly enough, it’s the

same organization that the United States Army has trained with in Romania, at an exercise we had this past summer. So we’re really developing a terrific relationship with the Romanian infantry,” he said.

Bell said the Delta Soldiers will gain from their mission in Kabul.

“In this environment, they can learn from our NATO allies,” he said. “This is a terrific opportunity, not only to respond to a NATO requirement, but also to operate with NATO forces. And both units will be better in the end, just like we’ve seen in training events. The difference here, of course, is this is an operational mission to ensure security for the elections here in Afghanistan.”

Hyde said ISAF is the largest mission NATO has ever conducted outside its usual area.

“You’ve moved a substantial number of forces to an area, you’ve set up bases, and ... strategic logistics and supply lines. I think this says everything about NATO,” he said.

“There were the skeptics, after the Cold War, who were saying that NATO’s – there’s a French term, *raison d’être* [reason for being] – was gone,” Hyde said. “This proves the nay-sayers wrong. If, indeed, a NATO that has been expanded to what, 26 countries now, can go as a collective security body to a country, provide assistance to that country, help that country build its institutions, to build a government, to build a society, then that is a notable achievement.”



Cooperation rising

Security Cooperation

USAREUR's presence is a demonstration of the U.S. commitment to NATO and coalition nations.

"The world needs to understand that this is a war that can only be fixed by everyone."

— 1st Sgt. Craig Simpson,
Company D first sergeant

Spc. Matthew Even, a gunner with Company D, 1st Battalion, 4th Infantry Regiment, waits atop his armored Humvee to begin a convoy mission the morning of Aug. 27.

story and photo by Pfc. Matthis Chiroux
USAREUR Public Affairs

Change is here for the U.S. Army, and the word from the front lines is "bring it on." For the first time in history, U.S. Army, Europe had entrusted a company of its Soldiers to the care of a NATO ally as they prepare to provide security for Afghanistan's first-ever parliamentary elections.

Company D, 1st Battalion, 4th Infantry Regiment, currently deployed to Kabul, Afghanistan, is embarking on a historic mission under the command of Romania's 26th Infantry Battalion. Beginning Sept. 5, Co. D will conduct squad-level, joint patrols with the Romanian troops to provide a safe environment for the women and men of Afghanistan voting in the Sept. 18 elections.

With 120 combat volunteers, 20 state-of-the-art armored Humvees and a powerful armory of MK-19 automatic grenade launchers, 50-caliber machine guns, squad automatic weapons, sniper rifles, M-4 assault rifles and 9 mm pistols, Capt. Noel Zarza, Co. D commander, said his troops are

ready to accomplish whatever task they are handed by our NATO allies, and return to Hohenfels, Germany, with every Soldier alive and well.

After less than a month in Afghanistan, Delta Soldiers have conducted more than 25 patrols to familiarize themselves with their area of responsibility. 1st Sgt. Craig Simpson, the company first sergeant, said these initial patrols, along with his troops' experience playing the opposing force for USAREUR training exercises, guarantee his Soldiers success in their mission.

"They are pretty well versed on how the insurgency does things," said Simpson. "It's a great advantage having performed OPFOR because we can go out there and have an idea of what to expect."

Furthermore, serving as OPFOR for other nations in the past makes them even more qualified for the job they've been given, said Simpson.

"My guys can walk up and communicate with foreign allies without having to worry about saying something wrong," he said. "It's become second

nature to them. There is no fear of the unknown."

Already, they seem to have made a good impression on the commander of Romania's 26th Infantry Battalion, Lt. Col. Gabriel Toma.

"I am very proud to be with the Americans here in Afghanistan," said Toma. "We will finish this mission with the best results."

The Soldiers are aware of the importance of their role, not only on the ground in Afghanistan, but also in the field of international relations.

"I think it's a good thing that we are getting to learn how to work with other nations," said Spc. Ryan Sharp, the Co. D armorer. "We are showing other countries they can work with us, that we are an Army that can work together with the world to fix a common problem. We are the future leaders. It will be very important for us to be able to teach our troops to accomplish similar missions in the future."

Simpson agreed.

"In my opinion, what we are trying to do is show that we are all one big team, and we don't have a problem

working with and under NATO commands," he said. "The world needs to understand that this is a war that can only be fixed by everyone. For me, it's a privilege to be able to spread this message."

When the deployment was announced, the battalion called for volunteers from all four companies. Those who responded are those who deployed. This may partially explain why Delta, during this difficult time for recruiting and retention, is already at 400 percent of its 2005 retention goal.

"Our Soldiers are good," said Staff Sgt. Stephen Hamlin, Headquarters Platoon leader and company retention noncommissioned officer. "They are doing what they love to do, so that is why they want to keep doing it."

Zarza said his motivation comes from his troops. Never, he said, has he worked with a group of Soldiers more professional and patriotic than the Soldiers of Delta 1/4.

"These guys come back all dusty and dirty, and the first thing they ask me is when they can go out again,"

said Zarza. "That's what I love about them. They don't want to be stagnant.

"These guys are biting at the bit more than you can imagine," he said. "Every single one of them wants his chance to make a difference. But, that's just the mind-set my company has."

During an August visit to Afghanistan, Gen. B.B. Bell, U.S. Army, Europe commanding general, visited Delta 1/4's company area. During the visit, he talked about how the unit will benefit from its changed mission.

"Delta 1/4 is a unique unit. Fundamentally, they come out of the OPFOR battalion, which is used to training U.S. mech, armor, infantry and parachute infantry in their combat skills. Being the opposing force, they've trained a lot in how to be bad guys. So now we've asked them to come over to the other side, to the good guys' side. So they've re-honed their 'blue force' fighting skills, if you will," he said.

The troops of Delta Company say they are eager to get started on their mission and show the world that joint

operations on this level can work. They want to be doing their jobs, said Zarza, and they want to start doing them as soon as possible.

Zarza and Simpson are confident that when the time comes for their troops to show the enemy what they are made of, they will react quickly and with the deadly precision that can only be achieved through training.

"There is no doubt in my mind that these guys will do what has to be done and make sure we all come home," said Zarza. "The platoon leaders, platoon sergeants, squad leaders, the drivers, the Joes, all of them, they are the best. Bottom line, they rule."

Co. D is scheduled to redeploy sometime in October, but the Soldiers said they will stay as long as necessary to get the job done.

"We are setting a precedent here," said Hamlin. "That feels great. Knowing that we are the first ones to do this really makes me proud. I have a feeling we may have to stay longer ... but if that's what we've got to do, that's what we've got to do. This is an important mission. Delta will do it right."



Urgent Victory Unified Endeavor

Army, Air Force, Marine and Navy servicemembers of the joint force that will make up V Corps' contingent of the Multinational Corps-Iraq work together in the Joint Operations Center at the Joint Multinational Training Center, Grafenwoehr, Germany, July 22, during Urgent Victory. UV was the ramp-up for Unified Endeavor, a validation exercise to prepare the Corps to take over the MNC-I role in Iraq.

“Both Urgent Victory and Unified Endeavor are helping prepare V Corps by providing a realistic, contemporary Iraqi operational environment.”

Col. Darryl Williams, UV/UE exercise chief

“We are in Iraq now.”

Lt. Gen. Abdul Qadir Jassim, commander, Iraqi Ground Forces

War-Winning Readiness

Soldiers live the warrior ethos and are trained and ready for the challenges of today's Army.

story and photo by Jason L. Austin
USAREUR Public Affairs

Overhead, a U.S. Air Force A-10 Warthog goes into a steep dive. A trail of smoke comes from the front of the plane. Hearing the distinctive ‘BRRRRR,’ of the 30 mm Gatling gun followed closely by the impact of two Maverick missiles, Lt. Gen. Abdul Qadir Jassim, commander, Iraqi Ground Forces, said, “We are in Iraq now.”

Jassim and some 40 other Iraqi officers came to Grafenwoehr, Germany, along with V Corps officers and troops, to participate in a mission rehearsal exercise designed to simulate the operational environment in Iraq for U.S. Army, Europe's V Corps, which is scheduled to assume the Multi-national Corps – Iraq mission in January.

Exercises Urgent Victory, July 19 to 24, and Unified Endeavor, July 29 to Aug. 2, boasted a robust communications infrastructure connecting eight locations around the world, linking representatives from all branches of the U.S. armed forces and many coalition partners.

“Both Urgent Victory and Unified Endeavor are helping prepare V Corps by providing a realistic, contemporary Iraqi operational environment,” said Col. Darryl

Williams, Division Artillery commander for 1st Armored Division and UV/UE exercise chief.

During the exercise, USAREUR and U.S.-based Soldiers worked together through a sophisticated simulations environment replicating the conditions V Corps will face in Iraq. “So, V Corps is getting a realistic, very comprehensive exercise based on the conditions in the theater,” Williams said.

“The operation of this exercise is fully accurate,” Jassim said. “A lot of times I feel like I am in Iraq and not at a base in Germany.”

That feeling of authenticity followed careful work by exercise planners. “We started this effort here about two and a half years ago,” said Brig. Gen. Carroll F. Pollett, commander, 5th Signal Command and USAREUR G-6, chief of information management.

To mirror the situation Soldiers will face in Iraq, Pollett and his team designed a system, the Communications Simulation Operations Center, which allowed the training audience to work with equipment that looks and acts like the tools they will encounter downrange.

“We went downrange back in January, and we assessed all the battle command and collaborative tools ... used by XVIII Airborne Corps,” Pollett said. “We came back here

to the multinational training center and we replicated those capabilities ... All the tools that the Corps staff and division staff have (here) match what they are going to fall in on in theater. We're synchronizing communications, battle command tools and simulations to provide this capability to the warfighter."

Lt. Col. Darrell D. Fountain, deputy information manager, G-6, V Corps, said, "The training experience during UV/UE was excellent. Our headquarters, through the successful use of a number of simulations, was tested in an environment closely approximating the deployed conditions that we will face."

The JMTC infrastructure evolved to meet the large equipment and communications needs of exercises like UV/UE. "Over the last couple of years, we've put in place some facilities and some key capabilities," said Brig. Gen. Mark Hertling, then commander of the Joint Multinational Training Center, now USAREUR G-3, deputy chief of staff for operations.

The exercises demonstrated the JMTC's new capabilities, allowing the trainers to produce interactive simulations that can be "shipped" anywhere in the world.

Williams said the training was distributed – provided via a network – to more than eight remote locations. The simulation incorporated real-time data from Iraq, and was pushed from Fort Leavenworth, Kansas, to locations

when he joined the New Iraqi Army.

"I am a part of (the) multi-national forces, and I have felt that always," he said.

"He [Jassim] is quickly becoming a great friend of the coalition partners here, both the U.S. and other members," Williams said.

Jassim and other Iraqi officers observed the training, offered input and developed personal relationships with the V Corps staff, Williams said.

"The real benefit to everybody is the partnering we are doing with their (Iraqi) officers," Williams said. "It's ... an investment in the future."

"Our involvement with the Iraqi military members lent a degree of realism and a sense of urgency ... that was absolutely invaluable," Fountain said. "Being able to interact ... one-on-one with key Iraqi counterparts offered a perspective on our future mission that brought all the other pieces together."

Other members of the coalition sent representatives to ensure interoperability and to prepare their own forces for deployment to Iraq.

One coalition partner, Australian army Maj. Gen. Jim Molan, former deputy commander of MNF-I, said many nations emphasize interoperability in their training to ensure partner nations can work effectively together.

While the U.S. and Australian armies' training meth-

"Our involvement with the Iraqi military members lent a degree of realism and a sense of urgency ... that was absolutely invaluable (it) offered a perspective on our future mission that brought all the other pieces together."

– Lt. Col. Darrell D. Fountain, deputy information manager, G-6, V Corps

in Germany, Texas and Kentucky, he said.

The distributed nature of the exercise and the real-world mission the exercise simulated required a joint force with representatives from all branches of the U.S. armed forces and reserve components along with several of the multi-national coalition partners who serve together in Iraq. The joint, multi-national representatives were members of the training audience and the training team.

According to Hertling, training team members included Joint Forces Command, Suffolk, Va.; Battle Command Training Program and the National Simulations Center, Fort Leavenworth, Kansas; Forces Command, which allowed two of its divisions to participate in this exercise; the National Guard Bureau; the Warrior Prep Center at Einsiedlerhof Air Station, Germany; and U.S. Air Force, Europe at Ramstein Air Force Base, Germany.

The depth of the training team gave UV/UE a pronounced international flavor, according to participants.

"I was sitting in the update this morning. To my right was an Australian one-star, to my left was a Romanian three-star, behind me was a South Korean and over to the (far) right were a bunch of other allies," Hertling said.

Among the coalition allies working for a democratic Iraq, perhaps the most crucial are the Iraqis themselves.

Jassim said his partnership with the coalition started

ods are very similar, Molan said, the biggest difference he sees in the two forces is the size of U.S. exercises and operations.

"You guys do things on an enormous scale. It's a scale that we never see unless we work with you," Molan said.

"I've been in the training business for a while," Hertling said, "and I've never seen an exercise that's as big as this."

"The training audience is about 7,000 folks," Williams said. "We have over 5,000 injects (interactions between the training team and the training audience) to create the environment here, everything from e-mail interaction to general officer press conferences, and all those were scripted and crafted."

In the end, the goal of the exercises, through a distributed simulation experience, was to prepare V Corps to return to Iraq.

"I think the Corps is well on its way to being ready to continue the fight against terrorism," Fountain said. "As with all exercises, this one highlighted some areas that we had worked on and were well prepared to deal with. Additionally, it highlighted some areas that we need to work on during the remaining time that we have left to train. Such is the nature of training for war. You can never train enough for combat."

USAREUR will continue to sustain the quality of life and well-being of Soldiers, families and our civilian workforce.



Installation Management Agency-Europe hosts Operation Purple Camp

by Karen S. Parrish
USAREUR Public Affairs

Donna Danner, 13, lives in Vilseck, Germany, with her mother, who serves with 7th Army Reserve Command's 3747th Training Brigade in Grafenwoehr. Donna spent a week attending Operation Purple Camp at Camp Darby, Italy, in July while her father was deployed to Mosul, Iraq, with the 94th Engineer Battalion.

"He's been gone for seven months, and last year he was deployed for a year. The year before that, he was deployed for four months. After a while, you can get used to it. But you miss him ... you just have to deal with it, I guess," she said.

Andrew Cooke, 12, lives in Ramstein, Germany. His father is in the Navy, and returned from deployment a month before Purple Camp.

"I think it's fun, because I've never been to summer camp before," Andrew said.

Donna, Andrew and nearly 150 other children like them spent a week of their summer vacation in Italy with Operation Purple Camp, designed for children of military members who have been, are, or are scheduled to be deployed.

Installation Management Agency-Europe, in cooperation with the National Military Family

Association, hosted two versions of Purple Camp: Camp Darby, for children in grades six to eight, and another camp in Garmisch, Germany, for high school students. Each camp offered two one-week sessions: July 17 to 23 and 24 to 30 at Camp Darby, and Aug. 21 to 27 and 28 to Sept. 3 in Garmisch.

Sandy Hill, IMA-Europe's Child and Youth Services program manager, supervised the Purple Camp program and met a lot of young military family members like Donna.

"Operation Purple Camp is extremely important, particularly here in the European theater. This camp is a vital support to our Soldiers, Sailors, Airmen and Marines that are deployed, and it's a vital support to their families," Hill said.

"We are providing the opportunity for youth of all services to come together to have a week of activities, fellowship, team building and support. It's important to these kids because they all have something in common. They have one parent, or perhaps two parents who are deployed down range. We want to work with our kids to help them understand what those challenges are, and to be able to strengthen them in successfully coping with the deployment," she said.

Hill said there were 72 campers for each weeklong session, divided into six family groups of 12 each, with two counselors for each group.

“We start out the first day with team-building activities in each family group, and they learn each other’s names and create a sense of trust,” she said.

Hill said another piece of the curriculum was skit development; camp staff explained to the campers how to develop characters and what a production team requires: actors, a director, a set designer, a costume manager and a prop manager.

“So we introduce them to these concepts, and then we give them time during the week to create and write, produce and put on their own play,” she said. “A key piece of this is that each play must be centered around what we call our ‘Character Counts’ curriculum.”

Character Counts is a Child and Youth Services curriculum developed in partnership with the Josephson Institute of Ethics, she said, and stresses six pillars of character: trustworthiness, respect, responsibility, caring, fairness and citizenship.

“We’re teaching positive

decision-making, positive analysis of situations, so they know the right things to do,” Hill said. “The Character Counts philosophy and the six pillars of character are part of our camp philosophy, and we incorporate those six pillars in our camp rules, and how we operate the camp.”

The first week’s campers performed skits in which they portrayed calling for first aid, listening to teachers and following directions, she said.

While the curriculum emphasized teamwork and fun, she said, the camp staff was also prepared to offer help when it was needed.

“These kids, in some instances, have had a lot of additional responsibility thrown their way. They feel the absence of that parent, and they feel the duty to help out at home and help with younger brothers and sisters,” Hill said. “Our counseling staff is always available.”

She said counselors talked with their family groups throughout the week, and were prepared for conversations to sometimes take a tough turn.

“Sometimes those conversations happen very naturally, as the family groups and their counselors go about

their daily activities. It could be while they’re riding on the bus to the water park,” she said. “Our counselors are there to talk with the kids, and if they feel a particular young lady or gentleman is particularly worried or anxious about something, we have another ready and available resource. Kathy Becker is our Soldier and family member consultant; she is a very experienced counselor and social worker. She can come and sit down and talk with them about what’s worrying them.”

Purple Camp was offered for the first time in 2004, at 12 camps in the United States. The camp is sponsored by Sears’ American Dream Campaign, and is free to the families whose children attend.

Hill said IMA-E first learned of the program in October 2004, when two NMFA representatives came to Germany to explain the concept and encourage the command to file a proposal to host the camps.

“We were very fortunate that both our proposals were accepted by NMFA,” she said. “We submitted our proposals at the end of December, and we found out March 2 that they had been accepted. So we have been hard at work putting all the plans in

Campers watch as Soldiers demonstrate transporting an injured person during Operation Purple Camp’s “Military Skill-a-Thon” July 26.



place, coordinating with all of our support elements to make sure all of this comes together.”

Those support elements included IMA headquarters in Washington, D.C.; Child and Youth Services staff from throughout Germany; and at Darby, Soldiers and Airmen stationed there.

“Kudos and many, many thanks to Camp Darby,” Hill said. “The command and staff of Camp Darby have been absolutely phenomenal in their support, both logistically and in helping work through the issues that arise when you’re running a camp.”

That support included military police, medical personnel and Air Force munitions specialists. All helped stage the “Military Skill-a-Thon,” a morning-long event in which the campers watched military working dogs in action, practiced first aid, climbed on military equipment, explored a dark building wearing night-vision goggles and coated their faces with camouflage paint.

Airman 1st Class Daniel Pounds, assigned to Camp Darby’s 712th Munitions Squadron, helped show campers how to wear the night-vision devices, then guided some through the darkened building.

“I think that what they’re trying to do is expose the kids to what the military does. It gives them a little education about what their parents are doing or are about to do or have done. It helps them. The more you learn, the better,” he said.

Pounds said he enjoyed the opportunity to help make Purple Camp a success.

“I like volunteering, especially coming out with the kids,” he said. “These are good kids.”

Staff Sgt. Earl Heck, 13th Military Police Company, is a military working dog handler stationed at Camp Darby. Heck and Staff Sgt. Chris Zaccagnino staged a canine demonstration for the campers.

Heck donned the “bite suit” during the display and endured repeated attacks from Zaccagnino’s working dog, but said it was all worth it.

“I think the bottom line is that if a Soldier’s family is comfortable, he’s a better fighter and a better Soldier. He’s happier if he knows his children have something going on, and that they’re taken care of,” Heck said.

“I have two children, and I’ve deployed to Kosovo. When you’re

down range, the first thing on your mind when you wake up in the morning is your children and your family,” he said. “I believe that if you’re focusing on the children, you are focusing on the Soldier down range. If they’re happy, he’s happy.”

While the campers seemed to enjoy the Military Skill-a-Thon events, there were many other activities to occupy them during the week: trips to the beach, a water park, Pisa and nearby villages; crafts, hikes, swimming and a luau were also on the agenda.

Hill said other events would be offered to the high school campers

“She said it would be a great chance to get out and meet some new people and have fun,” he said, then admitted he would have to tell his father that his mother was right.

“I’ll tell him it was great. This is awesome for me. Meeting all these people and getting out. You get to go to Pisa and go to the beach ... We just got through with the night-vision goggles. That was fun. You got to walk though and look at bad guys with weapons.”

Hill said one hope was the week at camp would help the children form friendships that would last, so the campers could act as their own



Campers compare camouflage application techniques during Operation Purple Camp at Camp Darby, Italy, July 26.

at Garmisch. “We’ll have different activities for the older children, who are at a different developmental level. Their schedule will include rock climbing and white-water rafting,” she said.

But the younger campers at Darby didn’t seem to feel they were missing anything.

Jazmyn Norcross, 12, said, “I’m glad I came. It’s fun, it gets you active.”

She said her father is deployed to Afghanistan, and would be glad she went to Purple Camp.

“He wants me to have a fun time, always, and he doesn’t like it when I’m sad,” Jazmyn said.

Joe Goule’s father is in the Air Force, stationed in Aviano and deployed to Qatar. Joe, who is 12, said his mother persuaded him to attend the camp.

support group in the future. She said she thinks many of the campers will stay in touch with their new-found friends.

“When our first week’s kids went home on Saturday, you have never seen such crying and boo-hooing and tears. They had formed such a tight bond in that short period of time,” she said.

Many campers said although they had been hesitant to come to the camp this year, they would try to come back next year if the camp is offered again, and would tell their friends to sign up early.

Donna said she enjoyed her Italian vacation, and looked forward to telling her father about it.

“I’ll tell him it was fun. He should be home today on R&R (rest and recuperation leave). So when I get home I get to see him,” she said.

USAREUR is transforming and will continue to be an agile, lethal, joint-capable expeditionary force for combatant commanders and the nation.

USAREUR viewpoints: Brig. Gen. Mark P. Hertling *U.S. Army, Europe Deputy Chief of Staff, Operations (G-3)*

Brig. Gen. Mark P. Hertling commanded 7th Army Training Command from September 2004 to August 2005, when he assumed duties as USAREUR's G3. **EURArmy** spoke to him about transformation, joint and multinational training, and the future structure and missions of the Army in Europe.

by Mark Ray
USAREUR Public Affairs

EURArmy: How does the current U.S. Army, Europe transformation differ from the drawdown in the nineties?

Brig. Gen. Mark P. Hertling: Well, interestingly enough, I was here for both of them. In the late eighties and early nineties, the drawdown was a reaction to what had occurred in the Warsaw Pact and the reduced need for forces here in Germany, but it was linked to what the entire Army was doing in terms of drawing down. But it was just a reduction in size. This one is actually a transformation ... we're now changing the way we operate, the way we prepare for war and form organizations, and the way we are set to work with our allies and emerging partners. We're changing what the force can do and the capabilities it has. And while we're certainly sending a lot of units back that have been here in Europe for a very long time – great units with great histories – what we're really doing is establishing a new force in Europe to meet the requirements of today and the future.

EURArmy: When you talk about the changing requirements and the different types of units, what are we talking about?

Hertling: We're talking about not having as much of a

requirement for heavy armor right in the center of Europe. In the early nineties when the force drew down, it was a direct reaction to not having a threat on the other side of the border, and the decreased need for large tank divisions, cavalry squadrons and corps headquarters.

What we see now – and General Bell has outlined it so well in both classified and unclassified white papers – is a need to fight the War on Terror, continue to conduct security cooperation with our allies and emerging partners both in the east and the south in the EUCOM footprint, and also continue to look at the future and have our bases here. These Joint and Main Operating Bases that will remain will act as key hubs for conducting contingencies and continuing to show our allies that we are part of their security.

EURArmy: So we've really gone from essentially a defense in place to more of a deployable and expeditionary force.

Hertling: Absolutely. In fact "expeditionary" is a great word to use to describe this. It's the capability to push forces to other places, both for contingency operations and partnering with other nations. The battlefields we're on in the Balkans, Afghanistan and Iraq are all coalition battlefields. We're working with allies and partners, and we have to operate and train with those forces to fight with them. In the past, we were set within the bases here in Europe almost as single forces prepared to conduct



operations. Now, our requirements are to go with our joint partners – Air Force, Navy and Marines – and to conduct operations and training with multinational partners.

EURArmy: What are some of the differences between the units that

Hertling: The 173rd will be focused – but not exclusively focused – on the southern part of the EUCOM area of operations. More than likely their area of orientation will be the Mediterranean and Africa.

The rotational brigade, going into an easternmost forward operating

get to ports to put vehicles on boats. If you're part of a Stryker brigade and someone tells you, 'Hey, we want you to go to Poland for an exercise,' you could, if you're prone to do this, literally get your vehicles on aircraft, or better yet, drive your unit there because of the capability and the distance and the legs and the operational concepts associated with that organization.

EURArmy: You talked about training; one of the other elements of the transformed USAREUR is the Joint Multinational Training Center, which you're also

very familiar with. Could you talk a little bit about how that organization will function in supporting the transformed USAREUR?

Hertling: I would start off by saying that (Colonel) Dave Perkins is probably one of the luckiest guys in our Army right now, because he gets to command that organization, and they have so many great people at

If you're that rotational brigade commander, and you're a Soldier in that rotational brigade, your period of training and rotation to Europe is going to be a great period of soldiering.

will be in the transformed USAREUR and the units currently stationed here?

Hertling: Well, by fiscal year 2010, there will be no tank units per se in Europe. We will have a Stryker brigade in Grafenwoehr, we will have the 173rd Modular Airborne Brigade in Italy, and we will have a rotational brigade combat team flowing through our EETAF [Eastern European Task Force] location. Those are our main combat forces. But in addition there will be all the theater enabling commands. We will have a Multifunctional Aviation Brigade, which is a huge and powerful aviation capability, under the command and control of one leader. There will be an engineer theater enabling command, a theater intelligence brigade – which will have just unbelievable reach-back capabilities – a theater network command for our C2 apparatus, an MP brigade, a theater logistics command, a HIMARs rocket battalion ... all great organizations that will contribute to a powerful force.

EURArmy: I'd like to ask one more question about the brigade combat teams and then move on to the command-and-control structure. According to the white papers, the 173rd will have a particular orientation and the rotational brigade will have a particular orientation.

site, will be focused to the east, training and operating with our emerging allies. If you're that rotational brigade commander, and you're a Soldier in that rotational brigade, your period of training and rotation to Europe is going to be a great period of soldiering. Why? Because basically, you're coming to Europe for six months and you have the potential for training in all sorts of theater security opera-

... they now have the flexibility and agility to pick up their stuff and move it anywhere in the world and train U.S. organizations while training allied organizations.

tions, anywhere from Poland to Czech to Russia to Ukraine to Romania to Bulgaria. That's very exciting. You're training, you're traveling, you're getting your folks on new ground and you're having the opportunity to really come together as a brigade, and you're your own boss that entire period of time. So that's a pretty exciting organization if you're a brigade commander chosen to do that six-month rotation.

And the Stryker brigade, with the power of its movement and its capability to cover large areas of the battlefield and its capability to easily deploy, can go in either direction. In the past we've had to rely on trains and boats to get around Europe and the theater. We'll still do that in the future, but we won't have to rely on trains to

the JMTC who really have a passion for training. That organization is really at the forefront of training and they have the ability to execute expeditionary training while conducting theater security cooperation during training. That's unique in our Army right now.

Not only do you have an organization that is unbelievably disciplined and rigorous in conducting training at Graf and Hohenfels, they now have the flexibility and agility to pick up their stuff and move it anywhere in the world and train U.S. organizations while training allied organizations. Apart or simultaneously.

They proved this last summer during Immediate Response and ROMEX. It was interesting ... the other day we asked Brigadier Gener-

al Mike Tucker [1st Armored Division assistant division commander for maneuver] what his experience was like in Bulgaria during the “Immediate Response” exercise last summer. Mike said the ability to take 1-1 Cavalry to Bulgaria, train them on the ground there, with the training support packages and the instrumentation systems and the observer controllers, alongside a group of Bulgarian allies, was much better than anything he’d ever seen at CMTC [the Combat Maneuver Training Center, now the Joint Multinational Readiness Group] because they were on new ground, they were training with allies, they had new experiences and new ranges, they had great supporting instrumentation.

The Soldiers hadn’t G2ed the ranges like they had in the past, didn’t know where all the hiding places were on the ground, they didn’t know how the OPFOR was going to come at them, so they were forced to fight a scenario and an environment that they’d never seen before, with our emerging partners from the Bulgarian army. It doesn’t get much better than that if you’re a trainer or a Soldier looking for a heavy coat of sweat in an exercise.

Then that same force, with much the same support infrastructure, after landing their heavy tanks on one of the airfields in Bulgaria, moved to Romania and did much of the same thing all over again. Using all the five pillars of training that we’re always required to have at all of our Combat Training Centers. This is a pretty exciting thing. [The five pillars: the training unit, observers, an opposing force, instrumentation and facilities.]

And I can’t stop talking about JMTC and go on to another subject without talking about the real gem of that organization, which is the NCO Academy. A bunch of NCOs down there have literally, single-handedly helped change an army, and that’s the Polish army.

Over the last year and a half they’ve trained over 100 Polish NCOs. (Those NCOs) are transforming the Polish army. After their experience in OIF, Polish divisions wanted a closer link with American military. As their chief of Ground Forces and new Polish CSM [command sergeant major] realized that the real strength of the American Army is the NCO, so they said, ‘We want some of that.’ So with some great partnering between U.S. and Polish sergeants major, the NCO Academy was able to take, over four different iterations, (a total of) a hundred

Polish NCOs to the NCO Academy at JMTC.

Now those early graduates have established their own NCO academy in Poland, and it’s pretty cool ... they’ve allowed the Polish graduates of the 7th Army NCO Academy to wear the 7th Army crest on the Polish uniform as an indicator of how good they are, because they’ve been to a U.S. NCO academy. Now all those NCOs are teaching at the Polish NCO academy. We’re doing the same thing with the Russians; the Azerbaijanis, the Bulgarians are interested in sending people there, even the Air Force has now sent an NCO to the NCO academy at Grafenwoehr.

EURArmy: So it’s not just multinational, it’s joint.

Hertling: That’s why they call it the Joint Multinational Training Center! Training Soldiers through three-star JTF headquarters!

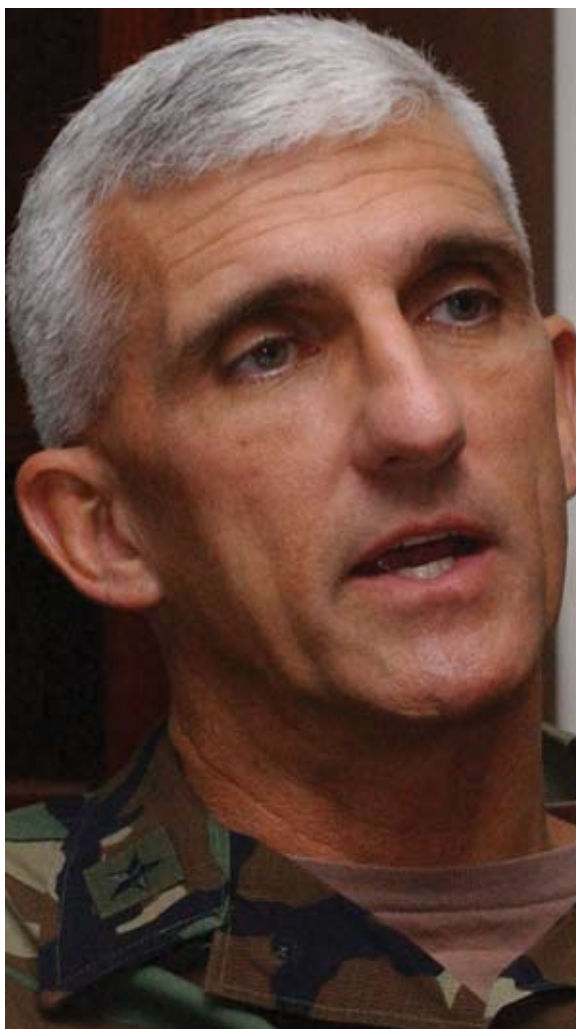
EURArmy: You mentioned the ability to reach back. Can you explain a little bit more about what reachback is and why that’s so important in the construct of USAREUR Transformation?

Hertling: Because of our signals capability and our tech, you can reach back to our headquarters in Wiesbaden, which is where the new centerpiece of command and control will be for USAREUR and Task Force 5. Or you can potentially reach right into EUCOM, or, given the requirement, potentially even reach back to our national command authority. With reach-back communications, getting intelligence, or logistics, or other types of support.

EURArmy: In the global picture, what will the transformed USAREUR offer combatant commanders and the Army?

Hertling: Primarily, we’ll offer a force that’s prepared to conduct contingency operations in a joint and multinational arena. There won’t be a lot of lumbering forces that need an excessive amount of deployment assistance. That’s probably the best way to put it. We are not going to have a lot of heavy forces here that we have to get to ports – even though we do that very well.

Over the last 15 years, the forces in Europe have deployed to every contingency, but it has taken a lot of large muscle movements to do that. It’s taken a lot of trains, boats, ships and planes – large planes. In the fu-



Primarily, we’ll offer a force that’s prepared to conduct contingency operations in a joint and multinational arena. There won’t be a lot of lumbering forces that need an excessive amount of deployment assistance.

ture we'll have a very agile, very lethal, very deployable force that can get to a contingency rapidly; we will have a command-and-control headquarters that knows what they're doing and will be able to look in several directions simultaneously, and we'll have great facilities for the families and Soldiers that are serving here.

While we're not doing that, while we're not fighting contingencies in an agile manner, we'll offer the ability to conduct theater security cooperation – and USAREUR does it better than any other command in the Army. We're linked with the countries in Europe in an inextricable way. We help other nations train their forces so they are better able to contribute to the GWOT, which will go on for several years to come.

For those who aren't contributing now, we will continue to help them train and show them what right looks like so when they do decide to contribute to a coalition fight with us, they will be better able to serve with our great forces.

All that is happening, by the way, while families are being very well taken care of in some bases that are of unbelievable quality. Instead of continuing to ask families to live, in some cases, in housing that has been around since the 1950s, at each one of the four bases we're talking about we'll have some terrific facilities to make sure our family members are taken care of when the Soldiers deploy.

EURArmy: Can you give some definitions of security cooperation?

Hertling: Security cooperation is the ability to link with other nations and share ideas with them in terms of warfighting capabilities and training. It's the ability to tell them we're your partners if there's ever a conflict. And if we ever are on the battlefield together, we'll have some like-minded tactics and techniques.

I keep going back to the Poles, because it was interesting having fought with the Polish division in Iraq. When you've got a guy on your flank who knows what's going on, and who knows how you move and

react and fire, it's a whole lot easier to conduct operations. And the Poles did that very well with us. The reason they did is that we had some cooperative events with them in the past. We continue to send forces over there to train with them, and help them prepare their divisions to continue to contribute to the GWOT.

There were some other nations we had never dealt with that we're trying to deal with now, and they are asking us for training events. Even though they were contributing forces, they weren't contributing forces that were as effective as they could have been because we'd never trained together.

It's like putting together a pick-up team to play in the Super Bowl. If you're going to play in the Super Bowl, you'd better make sure you're practicing a lot before the event. You can't put together a pickup team for combat.

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EURArmy: Is there anything else you'd like to add?

Hertling: We're doing a much better job linking with USAFE, EUCOM, MARFOR, and NAVEUR; even with some stateside elements, like JFCOM and Leavenworth, for training. Now more than ever before we're looking outside USAREUR to team with joint and multinational partners.

The battlefields we fight on now are all joint by nature. We're doing much more with the Air Force and the Marine Corps. For example, recently in Fallujah we had an infantry battalion from 1 ID under the command of a Marine, under the command of an Army guy operating in a Marine area. There were different levels of command in that organization, and each one alternated between the services, while there were Navy and Air Force fighters flying overhead and Special Operations forces conducting support with AC-130 gunships.

You can't go into that kind of tough environment without prac-

tice. It would be like practicing laser brain surgery with a ball peen hammer to try and do that without some preparation.

And we're working in ways we never thought we would before in a multinational environment. A great example ... we have part of the OPFOR battalion at Hohenfels providing a company team in Afghanistan, and they are part of a combined and joint task force. But they are also working for a Romanian battalion under ISAF [International Security Assistance Force], which is a NATO command-and-control element.

If you don't look at the joint and

multinational aspects in the world today, set your force to execute as part of that team, establish some relationships, and then conduct relative training, you're missing what's going on. So that's why it's so critical to get set, conduct the links between USAFE, NAVEUR and MARFOR as well as EUCOM and NATO, and then train on the kinds of things that will face us. And that's what we're trying to do. We're coordinating with USAFE to do more simulation and training at our training center at Graf and Hohenfels, and they're jumping all over it.

During Unified Endeavor and Urgent Victory, training V Corps for war, there were over 250 Air Force elements contributing to that. As I walked around Graf, it was amazing to me seeing not only the number of multinational partners – Canadians, Brits, Poles, Italians, Australians and Iraqis – but then you also saw a lot of Air Force, a lot of Marines, some Navy and five Coast Guardsmen.

I mean this is in sleepy little Graf, which used to be the Army's training center. But it's a place that is indicative of what's going on in USAREUR today. We're in a joint and multinational environment – we're training and conducting operations and setting our force to prepare for the future.

USAREUR Transformation

by Mark Ray
USAREUR Public Affairs

Since the 1950s, U.S. Army, Europe's structure has been essentially unchanged: an Army of heavy armored formations stationed across the southern third of Germany.

In the 21st century, USAREUR is fundamentally transforming. The new entity, headed by USAREUR/Task Force V, will be a streamlined organization, made up of modular, technically advanced units whose information technology, weapons and systems bring an advanced warfighting capability.

Following is an overview of the current vision for the transformed Army in Europe. Many of the details of the transformation must still be finalized, and political and military events may result in this vision changing.

Transformation

USAREUR is transforming and will continue to be an agile, lethal, joint-capable expeditionary force for combatant commanders and the nation.

A pair of Stryker vehicles from 2nd Platoon, Company B, 1st Battalion, 5th Infantry, 25th Infantry Division, conduct a patrol near Mosul, Iraq, March 31.
(U.S. Air Force photo by Tech. Sgt. Mike Buytas)



In this article:

Transformation of

- USAREUR/Task Force 5
- JMTC
- Stryker Brigade Combat Team
- 173rd Airborne Brigade Combat Team
- Eastern European Task Force (Rotational Brigade)
- Multifunctional Aviation Brigade
- High Mobility Artillery Rocket System Battalion
- Garrisons

Units of Employment: UEx and UEy

In place of Army service component commands, numbered armies, and corps and division headquarters, the Army will organize units of employment. There will be two types of UE headquarters, UEx and UEy. The UEx will provide battle command at the tactical and lower levels. The UEy will direct theater support and land component operations. Essentially, the UEx will combine the functions of today's corps and divisions, while the UEy will pick up the responsibilities of Army service component commands and numbered armies and some roles of the corps.

(source: globalsecurity.org)

USAREUR/Task Force 5

USAREUR command-and-control structures will transform into much leaner, expeditionary organizations, said Lt. Col. Stephen Maranian, one of several special assistants to USAREUR Commanding General B.B. Bell in the Commander's Initiatives Group, which has been working with the USAREUR staff to realize the commanding general's vision for USAREUR transformation.

The new command-and-control structure will replace the current multilayer structure, which has intermediate division and corps headquarters between USAREUR and the maneuver brigades, with a single headquarters, tentatively called USAREUR/Task Force 5. Embedded in USAREUR/Task Force 5 will be a main command post, three operational command posts, and two early-entry command posts, Maranian said. The entire organization will function as an Army Unit of Employment (y) or UEy, providing forces to EUCOM and other combatant commands.

"Plans call for the main command post and operational command post one to be located in Wiesbaden," Maranian said. The main command post will serve as the Army Service Component Command in Europe, with theaterwide Title 10 responsibilities, overseeing day-to-day operations of USAREUR units in peacetime and war. The main command post will ensure that USAREUR can provide trained and ready forces to component commanders.

The three operational command posts each have specific responsibilities, but all have the flexibility to provide command and control in contingency operations, said Lt. Col. Timothy Showers, also a special assistant to the commanding general in the Commander's Initiatives Group.

The primary roles of the operational command posts are:

- Operational command post one will be a robust organization, capable of leading a Joint Task Force or acting as the Joint Forces Land Component Command in a major or minor contingency. The EUCOM operation in Liberia in 2004 is an example of a minor contingency, in which relatively limited forces from the theater helped establish conditions to restore stability. A major contingency would be one in which brigade combat teams and one or more Units of Execution (x) would deploy from the U.S. to augment theater forces. When not deployed, OCP one will focus on training for its wartime mission, while also performing theater security cooperation roles.

- Operational command posts two and three will be smaller organizations, forward-deployed in the theater. The Southern European Task Force will transform into OCP two, which will be stationed in Vicenza, Italy, with the 173rd Airborne Brigade Combat Team. OCP three, also known as the Eastern European Task Force, or EETAF, will provide command and control for the rotational brigade combat team, and will be stationed in Eastern Europe. The primary focus of OCP two and OCP three will be on theater security cooperation — training and exercising with allied and partner nations to ensure that we can cooperate efficiently with them on the battlefield if necessary. At the same time, OCP two and OCP three are capable of leading a Joint Task Force in a small-scale contingency like Liberia.

There will also be two early-entry command posts in the USAREUR/Task Force 5 structure, which will be able to deploy very rapidly with theater assets and combat forces, said Showers. The early-entry command posts would provide command and control in the first stages of a contingency, and would be followed quickly by one of the operational command posts, Showers said.

Theater-level assets, such as signal, medical, intelligence, logistics and military police will be organized in a number of theater enabling commands. These commands, like all units in the transformed USAREUR, will focus on supporting expeditionary operations and will have elements that can rapidly deploy for exercises or contingencies, Showers said.

The concept of reachback will be fundamental to the expeditionary orientation of USAREUR after transformation, said Lt. Col. John Kolasheski, a special assistant to the commanding general in the Commander's Initiatives Group. Reachback leverages secure, broadband communications technology to allow personnel in secure rear locations to execute much of the deployed force's routine analysis and planning, along with maintenance of Army Battle Command

Systems databases. Reachback means fewer Soldiers will deploy to forward locations to perform such tasks.

“Although a deployed OCP would normally use reachback to access resources within the USAREUR/Task Force 5 main command post, they can also link to other organizations, like the Department of Army and the European Command, depending on what they require,” Kolasheski said. “For instance, they might use it to contact the Joint Analysis Center in EUCOM for intelligence analysis. With the robust communications provided by the Theater Network Command, the operational command post will have seamless, real-time connectivity with a variety of capabilities in safe locations in Europe and the United States.”

Joint Multinational Training Center

Col. Michael Clark, JMTC chief of staff, said, “The Joint Multinational Training Center is all about providing training that is adapted to today’s

reality. The Army and a transformed USAREUR will not go it alone on the 21st century battlefield.

“We operate in a complex, rapidly evolving operating environment where the person beside you may be from a different service or a different country,” Clark said. “JMTC provides the means to conduct world-class training from individual Soldier to the Combined/Joint Task Force level. JMTC, in a transformed USAREUR, will continue to provide the expert trainers and state of the art training tools and the ranges and maneuver areas that enable its diverse training audience to efficiently and effectively meet their training objectives.”

Clark said JMTC will continue to lead the Army in developing training techniques derived from real world operational mission lessons learned.

“A unique advantage of the JMTC is that while we have a world-class complex of training facilities and trainers right here in Germany, we can pick

up those trainers and technology and project them anywhere to train Army, joint, and coalition partners to the same standard,” he said.

To ensure successful coalition operations, U.S. and coalition forces must be interoperable, Clark said.

“When we say shoot, move, and communicate, it must mean the same thing to everyone on the team, otherwise the result is mission failure. JMTC is leading the effort to transform training so that U.S., allied, and emerging partners learn to operate together,” he said.

For example, Clark said, at JMTC’s NCO Academy, eastern European NCOs attend the Primary Leadership Development Course, then take both the instruction and the teaching techniques back home to use in their academies.

“This is having a profound effect on modernizing and professionalizing our allied partners’ NCO corps,” Clark said.

Editor’s note: For more on JMTC, see ROMEX 05, Immediate Response 05 and EIS articles, this issue.

Stryker Brigade Combat Team

One of the first actions in USAREUR transformation will be the stationing of a Stryker Brigade Combat Team in Vilseck. The Stryker unit includes nearly 4,000 Soldiers, 300 Stryker vehicles and supporting tactical vehicles.

“The Stryker brigade is a modular unit,” said Lt. Col. Shane Burkhardt, chief of the Restructure and Restationing Branch in the Global Rebasing and Restructuring Division, USAREUR G-3. “Like other modular units, it is self-sustaining to a much greater degree than current legacy heavy forces. The brigade commander has all the assets he needs for deployed operations. In the past, when the Army deployed a brigade, it often had to borrow artillery, military intelligence, signal or other assets from higher level units like divisions or corps. In a modular brigade, all these assets are already integrated into the unit’s structure — they’ve trained with the fighting units and are fully prepared to deploy with the unit.”

The Stryker Brigade also contains an artillery battalion with towed 105 mm howitzers, and a reconnaissance, surveillance and target acquisition squadron which acts as the eyes and ears of commanders throughout the unit.

“The RSTA squadron is part of the brigade’s intel-

ligence/information network that makes Stryker brigades the most technically advanced units in the Army,” Burkhardt said. “Stryker brigades use the Army Battle Command System, which links all of the unit’s information and intelligence gathering systems; unmanned aerial vehicles; electronic and ground sensors; and individual vehicles into a single network — providing commanders at all levels, down to the individual vehicle commanders, with locations of and information about friendly and identified enemy units.”

“Because of its enhanced situational awareness, a Stryker brigade can control a much larger area than a traditional brigade. In fact, if necessary, a Stryker Brigade can control the same area that would have required a division in the past. Controlling more area with fewer forces also contributes to the expeditionary capability of the Stryker Brigade — you don’t have to deploy as many forces to successfully execute a mission,” Burkhardt said.

The Stryker vehicle is much lighter than M-1 Abrams tanks and M-2 Bradley Fighting Vehicles, and uses less fuel. It can be deployed by a C-130 aircraft available in theater, and can move without requiring reinforced roads and bridges, Burkhardt explained.

“Stryker is the most advanced ground combat system we have,” Burkhardt concluded. “Forward-stationing Stryker in Germany demonstrates our nation’s unequivocal sup-

A Bulgarian Soldier and a Bulgarian BMP armored personnel carrier, both instrumented with the multiple integrated laser engagement system, take part in Exercise Immediate Response '05 at Novo Selo Training Area, Bulgaria.

photo by Sgt. Kevin Abel, Wyoming Army National Guard





Southern European Task Force Soldiers conduct an airborne operation.

U.S. Army photo

port to NATO and our European allies.”

173rd Airborne Brigade Combat Team

The 173rd Airborne Brigade will also convert to the modular design of an Airborne Brigade Combat Team, which will greatly increase the unit’s warfighting capability.

“The Army’s modular design gives a standard capability to maneuver brigades,” said Maj. Kenneth Murphy, a force analyst with the Restructure and Restationing Branch in the USAREUR G-3. “Basically, every infantry brigade in the Army will look the same and possess the same organic capabilities. When a Brigade Combat Team deploys to war, the Land Component Commander will know what the capability of the unit is. Under the current Brigade system, field artillery and combat support units are attached to the brigade for training exercises and deployments. Under the Brigade Combat Team concept, the brigade commander will have all the assets he needs as an integral part of his

organization for deployments, as well as day-to-day garrison operations. Modularity also allows the Army to provide the warfighting commander with the correct mix of infantry, heavy and support brigades to fulfill any mission. The difference between an airborne and a regular infantry unit will be that the airborne units have the added airborne capability and will jump out of airplanes to get to the fight.”

Modularization will essentially double the size of the 173rd, giving the brigade commander all the capability he needs to go to war, Murphy said.

Murphy said modularization of the 173rd will bring new capabilities, including:

- Adding a mounted company to each of the 173rd’s infantry battalions. The infantry battalions currently have three dismounted companies. The additional company, equipped with Humvees armed with .50 caliber machine guns and Mark 19 grenade launchers, will add both mobility and combat power to these units.
- Adding an RSTA squadron with two mounted and one dismounted companies.

- Adding engineer, intelligence and signal companies, along with a military police platoon.

- Doubling the current field artillery support from a single battery of eight 105 mm howitzers to a full battalion with two eight-gun batteries.

- Converting the current forward support battalion to a brigade support battalion consisting of a distribution company, a maintenance company, a medical company and four forward support companies, aligned with the two infantry battalions, the RSTA squadron and the field artillery battalion. The brigade support battalion will also include parachute packers and heavy-drop riggers.

As with the Stryker brigade, all of these capabilities will be linked through the Army Battle Command

System, Murphy said.

“The brigade will have greatly enhanced situational awareness capabilities, thanks to the RSTA squadron and the military intelligence company, which will bring unmanned aerial vehicles, highly-secure communications, human [intelligence] and counter-intelligence capabilities. The brigade headquarters will also increase in size to coordinate the larger number of forces, complex operations and the extensive information flow, resulting from the increased capabilities and situational awareness,” he said.

Improved situational awareness will allow the 173rd, like the Stryker Brigade, to be much more effective on the battlefield.

“The Commander will know where his forces are, where Coalition forces

are, and where the enemy is, so that he can apply his combat power at the best time and location,” Murphy said.

Eastern European Task Force/Rotational Brigade

The third major USAREUR combat force after transformation is the Eastern European Task Force, or EETAF,” said John McIntyre, the EETAF planner in the Global Rebasing and Restructuring Division, USAREUR G-3.

“EETAF will help demonstrate our nation’s enduring commitment to new NATO allies and will focus on theater security cooperation efforts. It will consist of a rotational brigade combat team operating from forward locations under the command and control of a collocated USAREUR Operational Command Post. Many

EETAF operational details remain to be determined but the basic concepts are clear,” McIntyre said.

The rotational brigade would be modular and largely self-sufficient. The unit filling a rotation could be any one of the Army’s brigades — light infantry, airborne infantry, heavy armored or Stryker. During its rotation, the brigade would engage in a wide range of training events and exercises with NATO allies and other partner nations. For instance, an airborne brigade might conduct a number of jumps, followed by training events, in a variety of locations. The Joint Multinational Training Center, located in Grafenwoehr, would supply deployable instrumentation equipment and personnel to support EETAF training, enabling both the U.S. brigade and units of partner nations to benefit from tough, realistic Combat Training Center-style events. This brigade could also respond to world-wide contingencies, McIntyre said.

Multifunctional Aviation Brigade

USAREUR currently has four aviation brigades and a handful of separate aviation units. This structure will transform to a single, highly capable Multifunctional Aviation Brigade, or MFAB, said Maj. Wade Paul, the aviation planner in the Restructure and Restationing Branch of the USAREUR G-3. The MFAB is also an Army modular unit.

“The MFAB will have all the capabilities — attack, reconnaissance, air assault, air mobility and general service aviation — that USAREUR now has,” Paul said. “We are eliminating parallel command-and-control structures from division and corps aviation units, while retaining capability.” The units in the MFAB include:

- Two attack battalions, each equipped with 24 AH 64-D Longbow Apache helicopters.
- An assault battalion, with 30 UH-60L helicopters, which are fitted with more powerful and reliable engines than earlier versions.
- A general-service aviation battalion, with a command aviation company providing command-and-control helicopters for USAREUR deployed operations, 12 CH-47 Chinooks to provide medium-lift capability, and an air ambulance company with 12 UH-60s configured for medical evacuations.

USAREUR/Task Force 5 will also have its own general service aviation



The High Mobility Artillery Rocket System, or HIMARS, is the newest member of the Multiple Launch Rocket System family. HIMARS offers MLRS firepower on a wheeled chassis. Here HIMARS launches the Army Tactical Missile System.

Lockheed Martin photo

Soldiers from Charlie Company, 3/27 Field Artillery Regiment out of Fort Bragg, N.C., get ready to aim their High Mobility Artillery Rocket System, loaded with a six-pack of rockets .

U.S. Army photo by Spc. Russell J. Good



battalion to provide command-and-control helicopters and fixed-wing aircraft, as well as an air ambulance company, to support USAREUR, European Command and SHAPE (Supreme Headquarters, Allied Powers Europe) operations in garrison, Paul said.

High Mobility Artillery Rocket System Battalion

Adding to the firepower of the 105 mm towed howitzer battalions that are part of the 173rd Airborne Brigade and the Stryker Brigade, USAREUR/Task Force 5 will command a High Mobility Artillery Rocket System battalion to provide theater-level artillery support, Burkhart said. The USAREUR/Task Force 5 HIMARS battalion will be a standard Army modular unit, with three six-vehicle batteries and a headquarters battery.

“HIMARS is basically a six-rocket MLRS [multiple launch rocket system] pod, mounted on a five-ton truck,” Burkhart said. “It is C-130 deployable, like the Stryker vehicle, which means that it can be rapidly deployed with theater airlift, as opposed to strategic airlift or sealift.”

The HIMARS can fire all of the standard MLRS munitions, including the Army Tactical Missile, Burkhart said. It gives a deployed commander robust reinforcing, counter-battery (anti-artillery), general support and deep fires capability. The ability to fire the ATACMS from a rapidly deployable platform allows a deployed commander to disrupt enemy formations, command and control and logistics far behind the battlefield.

“HIMARS lets a commander shape the battlefield,” Burkhart said.

Garrisons

As USAREUR transforms, the Installation Management Agency-Europe is also working to transform and focus resources on enduring locations, said Brad Averill, chief of Strategic Planning for IMA-Europe.

“USAREUR is consolidating, to the extent possible, similar units. Combat units will be located in Vicenza and the Grafenwoehr areas. The industrial base will be located in Kaiserslautern, while Wiesbaden is primarily a headquarters,” Averill said. “IMA-Europe is working to ensure that there are the right kinds of facilities in each location. This allows us to focus resources because we will reduce the number of

European Commands

SHAPE

Supreme Headquarters Allied Powers Europe, in Casteau, Belgium, is the Headquarters of Allied Command Operations, one of NATO’s two main military commands. The other is Allied Command Transformation, headquartered in Norfolk, Va.

ACO is commanded by the Supreme Allied Commander Europe, or SACEUR, and safeguards the area extending from the northern tip of Norway to the eastern border of Turkey.

EUCOM

U.S. European Command is a unified combatant command, a command structure distinct from the military services — Army, Navy, Air Force and Marine Corps. Commanders of the unified combatant commands exercise command authority over the military forces provided by the services and assigned to them by the secretary of Defense.

There are nine unified combatant commands. Five have regional responsibilities, and four have functional responsibilities. EUCOM is considered a regional combatant command, with responsibility for all of Europe, most of Africa, and parts of the Middle East. European Command plans for regional contingencies, and when ordered, employs military forces within the region, either as a Standing Joint Force Headquarters, or through specialized Joint Task Forces.

EUCOM is the only regional combatant command with a headquarters forward deployed outside the United States. Other unified combatant commands include Pacific Command, Southern Command, Central Command, Northern Command, Special Operations Command, Strategic Command, Joint Forces Command and Transportation Command.

USAREUR

U.S. Army, Europe is a major command of the U.S. Army. As a forward-based land component, USAREUR demonstrates national resolve and strategic leadership by assuring stability and security, and leading joint and combined forces in support of the combatant commander.

redundant facilities spread out across the theater.”

IMA-Europe is ensuring investments in renovation and construction are targeted at enduring installations, while maintaining nonenduring in-

stallations. “We won’t let the nonenduring installations fall apart,” Averill said. “It is important that we maintain the quality of life for the Soldiers and families who live and work at all our installations as long as they are needed.”

Most current construction and renovation is in the Grafenwoehr area, said Sean McDonald, chief of Construction at IMA-Europe.

“There is a great deal of construction — gymnasiums, childcare centers, new barracks and a large build-to-lease family housing project — either currently underway or in the works for the Grafenwoehr garrison,” he said. “We are also actively planning improvements for the installations in Italy. We are looking at our enduring communities and revitalizing and reshaping community support.”

IMA-Europe will place similar facilities next to each other as much as possible, McDonald said.

“We will rezone our installations so we have childcare centers and housing located together, offices located together, industrial facilities like motor pools located together, and maneuver and training areas located together,” he said. “This reshaping will improve the quality of life for the Soldiers, families and civilians who live and work on the installations, as well as making it easier to operate and maintain the facilities.”

IMA-Europe is also implementing two Armywide programs that will standardize the garrison organizational structure and services. These programs will make it easier for Soldiers and their families to find the right organization to help them, Averill said. A Soldier or his family can expect that garrison organizations will have the same names and functions at any similarly sized garrison anywhere in the world. Levels of service will also be standardized at garrisons of similar size.

“A Soldier or spouse will know where to go for services and what kinds of services they can expect from each office. They won’t have to learn how their new garrison works or what services it provides each time they move,” Averill said. “These programs, called ‘standard garrison structure’ and ‘common levels of service,’ along with focused investment in construction and renovation will ensure world-class service and facilities at the enduring Army in Europe installations.”

Security Cooperation

USAREUR's presence is a demonstration of the U.S. commitment to NATO and coalition nations. Through partnership activities, USAREUR helps nations transform their armies.

Soldiers from 1st Armored Division's 1st Squadron, 1st U.S. Cavalry Regiment and their Bulgarian counterparts prepare to search adjacent buildings July 15 during military operations on urban terrain training, part of Exercise Immediate Response '05 at Novo Selo Training Area, Bulgaria.

For Exercise Immediate Response '05, USAREUR's ready force went Blazing to Bulgaria

by Karen S. Parrish
USAREUR Public Affairs

“Proof of principle” is the operative phrase for Exercise Immediate Response '05, in which U.S. Army, Europe and Bulgarian Soldiers trained through a series of events culminating in a combined-arms live-fire exercise July 18 at Novo Selo Training Area, Bulgaria.

Moving at a logistical blur, USAREUR units and staff quickly “stood up” a dormant operations base, transported tanks and Bradley Fighting Vehicles to Bulgaria by rail and air, deployed USAREUR's Immediate Ready Force, and set up and employed a prototype instrumentation system delivering full after-action review capability at an austere location.

The command's objectives also included strengthening NATO partnership and interoperability along with building security cooperation with Bulgarian forces.

“(The exercise) does a couple things for us. It allows us to exercise our ability to strategically deploy

“Security cooperation is important because it allows us to build trust with other countries, and that bridges a long way in terms of helping us share in the Global War on Terror. Any time we can do partnership events like this, it builds bridges that we may have to cross some day.”

— Brig. Gen. Michael Tucker
1st AD assistant division commander for maneuver

over-the-horizon forces to react here within Europe, using U.S. Army, Europe immediate reaction forces. It also allows us to reach out to our new NATO partner, the Bulgarian army, and train with them,” said Brig. Gen. Michael Tucker, 1st Armored Division's assistant division commander for maneuver and USAREUR's senior representative for the exercise.

“Security cooperation is important because it allows us to build

trust with other countries, and that bridges a long way in terms of helping us share in the Global War on Terror. Any time we can do partnership events like this, it builds bridges that we may have to cross some day,” he said.

Setting the logistics table

Maj. John Frisbie, logistics officer for 1st AD's Division Artillery, went to Bulgaria early in July as part of an

advance party “warming up” unused facilities at Novo Selo Training Area.

“My role here is to establish a temporary logistical base for 1-1 Cav. (1st Squadron, 1st U.S. Cavalry Regiment), who will participate in the exercise with Bulgarian forces,” he said.

“In about seven to 10 days, we've built a complete life-support system for our Soldiers and the Bulgarian Soldiers; everything from shower facilities and sleeping facilities to kitchens, fuel and ammunition. We're setting the stage for forces to train together,” he said.

Working with Bulgarian contractors and suppliers, the advance party of USAREUR logistics, signal and medical Soldiers also established telephone and Internet connections, set up maintenance areas and force protection barriers, and equipped a clinic facility and a tactical operations center.

Frisbie said the rapid pace set in establishing the logistics base was in keeping with the contingency-response nature of the exercise.

“USAREUR and European Command maintain the capability to deploy a contingency force throughout the European area of responsibility,” he said. “This exercise is part of that. We are developing relationships here in Bulgaria. We work very well together to occupy this battle space and set the logistics up, and do that jointly, so that when the U.S. and Bulgarian training units get here they can go right to work.”



1st Lt. Petko Tsanev, Bulgarian Army, instructs Spc. Frank Kincaid, 1-1 Cav., on the proper use of the RPK machine gun during joint small arms weapons training at Nova Selo Training Area, Bulgaria.

Getting there

IR '05 was the first-ever U.S. movement of heavy military equipment to Bulgaria. M1A1 Abrams Main Battle Tanks and Bradley Fighting Vehicles traveled by rail and

C-17 to Bulgarian facilities near the training area, and 1-1 Cav.'s Bandit and Headhunter troops drove the vehicles the rest of the way by road.

“We've been able to do proof of principle in exercising the air base here, and the rail yard and road-bridge network, to bring forces here for possible future training exercises,” Tucker said.

Lt. Col. John Peeler, 1-1 Cav. commander, said, “We took this equipment, which is Immediate Ready Force equipment, out of Rhein Ordnance Barracks. We took that to Grafenwoehr and shot it before we came here. Then we deployed here via air and rail.”

Training up

The training progression for IR '05 could be described as crawl-walk-sprint: beginning with an exchange of small-arms weapons between the U.S. and Bulgarian Soldiers, the troops rapidly worked through a series of events including military operations on urban terrain, or MOUT, assaults; a hasty attack with tanks and combat vehicles maneuvering through the seven-kilometer length of the training area; and a live-fire exercise involving U.S. Abrams tanks and Bradleys, Bulgarian T-72 tanks and BMP armored fighting vehicles, and Bulgarian Hind helicopters and Su-25 fighter planes.

1st Lt. Mike Repasky, a platoon leader with Company B, 1st Battalion, 4th Infantry Regiment, USAREUR's opposing force, said while language difficulties got the Soldiers' multinational interaction off to a slow start, it soon improved.

“We do have interpreters, but we don't have one all the time. The other challenge is us understanding their tactics and their understanding our tactics. But we're here to learn that. We might work with them in Iraq,” he said.

Repasky integrated several Bulgarian Soldiers into his opposing force platoon for the exercise.

“I had to combine two forces into one. One way I did that was, we did a weapons exchange. My Soldiers took (the Bulgarians') AKs, and they took our M-16s and M4s. We took them out, showed them how to load it and unload it, how to take it apart. And we fired some blank rounds. Then my Soldiers did the same with their weapons,” he said.

Training, planning and rehearsal were the subsequent steps in the exercise, Repasky said.

“After the rehearsal came execution. Everyone performed wonderfully. The Bulgarians really got into it,” he said.

In the mix

Staff Sgt. (now Sgt. 1st Class) John Main, a Bradley commander, said his 1-1 Cav. Soldiers got into it, too.

“My guys kicked ass. They were motivated. They wanted to make sure the Bulgarian Soldiers could see how we train, so they came in low and hard,” he said.

Main described the action at the MOUT site, where U.S. and Bulgarian Soldiers mounted a joint attack on a “village.”

“For the cordon-and-search (at the MOUT site), we set the outer cordon, then the Bradleys with their dismounts rolled in, established support-by-fire positions, and dropped their dismounts so they could go in and secure the objective. My role was to establish a support-



A Hind helicopter flies near U.S. and Bulgarian Soldiers during the CALFEX portion of IR '05 in Bulgaria.

by-fire area, a security position, and give some cover for my dismounts," he said.

Main said for the MOUT assault, Bulgarian and U.S. Soldiers didn't combine squads.

"We were pretty much adjacent to each other. We didn't intermix anything, because that could be dangerous – they don't know our systems and we don't know their systems. But we worked together. We had the same mission," he said.

The high-priority target was a "terrorist" leader, Main said. The target was hidden in one of three buildings, each of which had to be cleared. Bulgarian Soldiers took one of the buildings, while U.S. troops tackled the other two. Each force had an opportunity to capture and remove the terrorist leader.

"We did five or six runs at that MOUT site, and we had a different strategy each time, just minor changes. We had some intense training on that site," Main said.

Peeler said the scenario begun at the MOUT site continued through the subsequent training events: first with a hasty attack pitting tanks and fighting vehicles against "insurgent" positions, and finally the CALFEX, simulating a full-scale battle involving infantry, armored and aviation forces.

"So it could be looked at as an escalation of hostilities. We went into the urban area, the village, and took out the insurgent leader, and there were obviously some people there who didn't like that happening. So that incited some vigor in their resistance, so it's more intense now," he said during the hasty attack phase. "It will get more intense as we kill the remainder of the insurgents."

Good training?

The Soldiers of both nations involved in the exercise seemed satisfied with the experience.

Bulgarian Senior Sgt. Stanislov Marinov has served in the Bulgarian army for six years. He said he liked the MOUT training even better than the combat computer games he favors.

"The fighting in the city was best. It was the most fun because I can try my aim, my weapon, and how long I can stay alive in the battle," he said.

Marinov said he enjoyed the opportunity to work with U.S. forces.

"They are friendly to me and my people and we are friendly to them. It is not a problem to do our job together," he said.

Main said he and his cavalry Soldiers also got a lot out of IR 05.

"I had a great experience. I know that the guys I work with, my crew – I had a 10-man crew on my track – every one of those guys not only had a good time doing it, they received good training. We all worked hard. We spent a lot of hours getting ready, but I think it paid off in the end," he said. "It's a big operation."

Payoff

Tucker said the exercise's implications relating to USAREUR's security cooperation ability are "far-reaching."

"We, obviously, in this exercise, are reaching out to this great army and embracing them, and letting them know that their inclusion in the NATO partnership is very important to us," he said.

Tucker also said the Expeditionary Instrumentation System, which recorded the battle and provided data for the after-action review, was

a real benefit for the Soldiers.

"This is a massive effort on the part of (the Joint Multinational Training Center) to bring this equipment out here and set it up ... (they have) proven to me that they can create the same fidelity in capturing battle effects that we do at our CTCs (combat training centers). It's terrific. Now, in the future, we can transport Army formations to other countries ... and bring this exportable training package with us," he said.

Peeler's assessment of the exercise was also positive.

"It's been great bilateral training. The Bulgarian Soldiers and my Soldiers have been getting along very well together, learning from each other, and having an opportunity most Soldiers don't get in a lifetime," he said.

Peeler said from generating combat power out of the Rhein Ordnance Barracks to deploying to Bulgaria by rail and air, the exercise replicated a real-world mission.

"It demonstrates our ability to quickly go anywhere, rapidly and on short notice," he said.

"This is another in a line of validations that we do to demonstrate that we can go anywhere, any time, and perform any mission. We get a mission, pick up and load our equipment, load our people up, go to an area that we've never operated in before, and operate," Peeler said.

Tucker said the exercise displayed the qualities of USAREUR Soldiers.

"I'm very proud of the Division Artillery, the signal community, the 45th MED ... and of course 1-1 Cav.," he said. "We have lots of units here from all over Europe supporting us. It's been a great team effort," he said.

USAREUR is transforming and will continue to be an agile, lethal, joint-capable expeditionary force for combatant commanders and the nation.



Hohenfels is home to USAREUR's combat training center, previously known as the Combat Maneuver Training Center but recently renamed the Joint Multinational Readiness Group. JMRG's Grafenwoehr headquarters, formerly 7th Army Training Command, is now the Joint Multinational Training Center.

JMTC and JMRG still fulfill the mission of their predecessors: training joint, combined, NATO, and service component forces and leaders in support of the combatant commander.

At Hohenfels, Tanks and Bradleys still roll through the maneuver box and units still rehearse deployment missions and train for security operations and support operations; JMTC's ranges, classrooms, master gunners, simulators, Combined Arms Training Center and Noncommissioned Officer Academy still serve as the focal point for training in USAREUR.

But now, there's a new addition to USAREUR's training arsenal:



by Karen S. Parrish
USAREUR Public Affairs

It's pronounced "ice," but the acronym is EIS – for Expeditionary Instrumentation System. It seems likely the EIS age will bring a new force-on-force training paradigm to U.S. Army, Europe and its NATO allies.

Daniel Hoeh, director of JMRG's Training Analysis Computer Support and Simulation center, or TACSS, took a team of Hohenfels' best to Bulgaria in July for Exercise Immediate Response '05. Designed to test USAREUR's Immediate Ready Force and provide an opportunity for multinational training between U.S. forces and their Bulgarian NATO partners, the exercise also served as the test bed for the prototype EIS system.

As Hoeh explained, EIS serves as a portable combat training center.

"This is the first time that all the subsystems of a CTC have been deployed to

Left, an analyst's monitor screen displays the MOUT site at Novo Selo Training Area, Bulgaria.

Center, technicians work with equipment atop one of the EIS vans during Exercise Immediate Response '05.

Right, racks of computer equipment manage data feed from the training area for analysts' use in building after-action reviews.

support a field exercise," he said. "That entails many subsystems that go into an instrumentation system. We have a CIS, the core instrumentation system. We have an RDMS, range data measurement system. That collects data from the vehicles and displays it up on the screen. We have an RMCS, range monitoring control system – that's your radios and your video."

All of those systems combine to offer, in the field, the after-action review capability JMRG's trainers take pride in. The AAR a unit receives after a Hohenfels training rotation includes video footage, radio transmissions, and instrumentation data for every vehicle and Soldier involved in a "battle" – their positions and movements, whether they fired and how well, whether they were hit and how badly.

Capt. Rod Mathews, a plans and exercises officer for JMTC, said without an effective AAR there is little or no benefit to training.

"When you train, you always have to do after-action reviews. If you just come out and run around and shoot at each other, you don't know the effectiveness of what you've done," he said. "This system doesn't lie."

In Hohenfels, that system comes out of Building 100, JMRG's "brain box." Building 100 gathers data from wireless video cameras mounted throughout the maneuver area and the five "villages" – military operations on urban terrain, or MOUT, sites. Analysts working in Building 100 can

watch a unit's movements, listen to its radio traffic, register its weapons use, and virtually follow it through a "battle," incorporating video, radio and computer data of key events into a final review that pinpoints the unit's performance successes and failures.

For IR '05, EIS brought the Building 100 capability to an old Soviet training area in Bulgaria. The real key to the system, though, may be the human "components" – the videographers, observer-controllers, opposing force, master gunners and analysts who make the training happen, in or outside of Hohenfels. Soldiers from 1st Battalion, 4th Infantry Regiment, USAREUR's professional OPFOR; OCs; analysts, technicians and engineers all accompanied EIS to the Bulgarian exercise.

Maj. Oscar Diano, who helped deploy EIS for IR '05, is a senior analyst with the Grizzly observer-controller team, one of eight OC teams that manage Hohenfels exercises.

Diano said JMTC hoped to prove in Bulgaria that "EIS can replicate anything we can get out of Building 100, anywhere we can haul this system."

The trailers, computers, communications systems and data networks – the "system of systems" that is EIS – were up and running in two days, tested and completely operational within five, Diano said.

IR '05, involving roughly 400 U.S. and 250 Bulgarian Soldiers, fit the prototype's capabilities, he said.

"Right now EIS can track a battalion-sized element, about 700 moving pieces, Soldiers and equipment," Diano said. Each Soldier and piece of equipment for the Bulgaria exercise was fitted with MILES (multiple integrated laser engagement system) gear that recorded firing information. That data was added to the overall instrumentation feed, he said.

Diano said EIS is self-sufficient – with wireless data transmission and generators that travel with the system, it can function virtually anywhere. "It's designed that way, so we can go to austere locations and provide the same training we can conduct at Hohenfels," he said.

Mathews said Novo Selo proved the portability of the system.

"It's a very old range. It was used by the former Soviet Union to train," he said.

Range prep included building structures to simulate a village, and

placing wireless video cameras alongside targets, mounted on remote-control, battery-operated lifters, throughout the training area, he said.

Mathews said the EIS system, as a whole, "Allows us to track everything that's happening out on this training area as we conduct this exercise. It's got several parts to it: it's got a van with analysts who can track exactly what every single vehicle is doing. It's got MILES gear, but it also has the capability through GPS to track the position of not only every fighting vehicle, but also all the Soldiers out on the battlefield. If they shoot the enemy, the system pairs them, and we can see

the edge of the training area, mounted with satellite dishes and flanked by generators, served as the deployed Building 100. One van contained an AAR room with seats for the training unit's leadership and monitor screens to display the AAR.

"The other two vans feed the after-action data into it," Mathews said. "There are cameras all through the training area recording video; there are computer-generated overlays that show Soldiers moving around and tanks moving around; there's radio traffic between members of the units. All of that is captured and recorded inside one of these vans."



In preparation to force-on-force maneuvers, Sgt. First Class Michael Wolff, Bandit Troop, 1st Squadron, 1st Cavalry Regiment, works with Bulgarian Cpl. Deyan Dechev to zero the Multiple Integrated Laser Engagement System (MILES) on a T-72 main gun during Immediate Response '05.

photo by Sgt. Kevin S. Abel, Wyoming Army National Guard

who shoots who."

Mathews said the system is critical to observing a unit's reaction to exercise events.

"The observer-controllers can create a scenario where a certain Soldier gets hit, he's wounded, and the unit has a certain amount of time to conduct a casualty evacuation," he said. "It's the same with the fighting vehicles; a hit may not kill them, it may damage them and make them what we call a mobility kill. The unit has to react to that and figure out what to do."

How it works

Mathews described the system setup for the exercise: three vans on

One van serves as the deployed TACSS.

"In the TACSS van we have 10 workstations. Every system here is exactly the same as back in the TACSS at Hohenfels," Diano said. From the workstations, Diano said, analysts can track movements and communications, and label information to be included in after-action review.

Mathews said, "The TACSS van looks almost like mission control for the space shuttle. The analysts talk to their different OC teams, and the OC can say, 'Save this data.' And out of that data the analysts can put together an after-action review – very, very quickly – and send it into the AAR

trailer when the leadership of the unit is gathered to see it.”

Diano said displaying data in the AAR van is just the beginning of the system’s capability.

“We can show slides on one monitor, pull in video feed on the other, and send it all back to Hohenfels simultaneously. In theory, anything we can see in this van can be beamed anywhere in the world,” he said.

Jeff Hodges, instrumentation officer for the JMRG TACSS, described how EIS processes data. Each vehicle involved in the exercise, he said, contained a detection device that gathered GPS and firing data.

“That is the heartbeat of the instrumentation on the vehicle,” he said. “It sends all that information over radio link to the communications trailer. That forms the basis of the instrumented feedback that we provide to the OCs.

“The information from the separate systems is all pulled in by the CIS, the core instrumentation system. That is really the hub that allows the analyst to retrieve raw asset information, and create his product at the workstation. Inside the communications trailer, all this data is transmitted over a gigabyte network,” he said.

Hodges continued, “EIS allows us to take the data that we gather from these vehicles, send it over the satellite, and plug it into an Army simulations system, so that we can seamlessly integrate a live, force-on-force rotation with a simulation exercise, which doesn’t have to be at the same site. It can be distributed as far as you can send a satellite signal.”

New Paradigm

Diano said EIS has potential implications for the Army’s stateside combat training centers, the Joint Readiness Training Center at Fort Polk, La., and the National Training Center at Fort Irwin, Calif.

In the continental U.S., Diano said, EIS could provide on-station, realistic maneuver training stateside for units located far from JRTC and NTC, without the expense and time of long-distance travel.

Similarly, Mathews said, EIS complements, rather than replaces, the training experience JMTC offers at Hohenfels.

“We have a huge maneuver area, and we can, in practice, work at the actual operating distances that you

can’t do at most bases in the States. For example, when we were preparing SETAF for their mission in Afghanistan taking over (Combined Joint Task Force-76), we were able to configure that part of Germany to replicate where they would be operating in Afghanistan,” he said. “We had operations going on in the Alps, so we could train the 173rd at high altitude. We had forward arming and refuel points set up many miles away; rather than just replicating 120 kilometers in five miles, we could actually work across 120 kilometers.”

Hodges agreed that training at Hohenfels has some advantages.

“From an instrumentation perspective, what we have here with EIS is magnificent. It cannot, at this point, compare to what we have at (JMRG) as an instrumentation infrastructure. At (JMRG), I have 10 towers that are connected by 288 pieces of fiber. Data passes at the speed of light. I have instrumentation at five MOUT villages. I have a system that’s unparalleled anywhere else,” Hodges said.

Hoeh said, “We’re always trying to improve our systems. We are very relevant to train any type of unit: combat arms, combat support, combat service support. We can do those types of rotations, at CMTC or in a deployed environment. We are proving that now.”

Interoperability

IR ’05, like many exercises USAREUR conducts with NATO partner nations, is designed largely to increase interoperability and security cooperation with other forces. Hoeh said the new system opens new opportunities for multinational exercises.

“With EIS, we provide the USAREUR commander a strategic capability in engaging NATO partners, such as we’re doing here in Bulgaria. If he wants to train in Romania, we’ll go to Romania. We’ll go to Poland, Turkey, Croatia – wherever USAREUR’s footprint is, we can go there,” Hoeh said.

Diano said while EIS is a breakthrough system, it is a means to the training end. “What furthers interoperability is the AAR process,” he said. “How we see ourselves, see how we did.”

Lt. Col. John Peeler, commander of 1st Squadron, 1st U.S. Cavalry Regiment, led his troops through the exercise alongside their Bulgarian part-

ners. He said EIS made the training particularly effective.

“The combined unit – elements of the squadron and those of the Bulgarian armed forces – made powerful improvements in their own proficiency and lethality, and great strides toward interoperability, during our rotation,” Peeler said. “The high level and speed at which improvements occurred would not have been as possible without the feedback and perspective that the EIS provided.”

One of the most important aspects of EIS is that it puts U.S. Soldiers and their tactics, techniques and procedures on partner nations’ home turf, Diano said.

“The real value is showing our NATO partner units how we train, how our (noncommissioned officer) corps works in our Army,” he said. “That’s part of my experience working with NATO forces; the NCO corps is not like ours. So for them, part of the benefit is seeing us operate, seeing our officers give general guidance to the noncommissioned officers, (who then) go and execute.”

Instrumentation Evolution

For last year’s USAREUR exercise in Bulgaria, Bulwark ’04, trainers used a less complex system, the Deployable Instrumental Systems in Europe, or DISE, to track the action. Mathews explained each has its training application: DISE instrumentation is primarily for use on individual Soldiers, while EIS is more adapted to formations including large fighting vehicles.

“DISE is a very small, slimmed-down system. It can instrument a lot of Soldiers, but it’s more for smaller, platoon-level exercises. DISE gives us the capability to do an immediate AAR, but you don’t get the full Building 100 capability. EIS gives us a more robust capability,” Mathews said.

Hodges said even with the successful deployment of EIS, the quest for ever-better instrumentation will continue.

“I’ve got this really neat project that’s cooking back at [JMRG] right now, to take data from a Longbow Apache helicopter, pipe it into this system, and present that as feedback,” he said. “So we can pull the aviators in and give them all the feedback from the combat equipment on the helicopter. Next February, if the project stays on course, we’ll go into acceptance.”

Knocking a hole in the West Wall

Above: 3rd Armored Division penetrating the West Wall.

... the autumn 1944 battles on the German frontier

by Dr. Andrew N. Morris
Office of the USAREUR Historian

Studying America's World War II campaigns provides current Soldiers and leaders an excellent opportunity to hone their skills and prepare for current or future operations. The history of a bloody four months of fighting in and near Aachen, Germany, from September to December of 1944, drew the senior leaders of United States Army, Europe, led by Gen. B.B. Bell, to visit the site for an operational-level staff ride.

These leaders looked in detail at the problems of conducting meaningful offensive operations while under severe logistical and personnel constraints. They studied how a senior headquarters reacted to unexpected setbacks and brutal losses while trying to set and achieve consequential objectives.

The First U.S. Army in 1944 had weaknesses, mostly due to inexperience among its commanders at all levels. Those weaknesses inhibited their ability to prosecute their objectives.

Although this campaign lacked a combined aspect, and – because of the weather – included few joint moments, it clearly demonstrated the necessity of training, combined arms integration, and identifying and defining factors critical to success. The Aachen campaign also illustrated the cost in lives when these imperatives are not met.

By September 1944, American forces were approaching the ancient city of Aachen. Nearing the ragged end of an overextended logistic tether following an exhilarating pursuit across France, the First U.S. Army's VII and XIX corps were poised to encircle the first major German city encountered since the Normandy landings in June.



Map 1

Despite recent successes and a universal expectation that the war was essentially finished, there were numerous problems. Many armored units were down to less than 50 percent strength in both vehicles and Soldiers. Supplies of all types, especially fuel and ammunition, were approaching exhaustion. This was chiefly due to the length and condition of supply lines, which still stretched back to Norman beaches because no Atlantic ports had been captured undamaged.

The supply shortage was exacerbated by the Allies' inability to repair the heavily damaged French roads and railroads as fast as the armies were advancing. The final constraint was that as supply shortages became the determining factor in continuing operations, the Supreme Allied Commander, Gen. Dwight D. Eisenhower, gave logistic priority to Field Marshal Bernard L. Montgomery's 12th Army Group. Montgomery wanted to seize bridges over the nu-

merous branches of the Rhine River where it flows through Holland. If successful, this could have opened up the approaches to the North German plain and Berlin. Operations Market and Garden (immortalized in Cornelius Ryan's book, "A Bridge Too Far," later adapted in several film versions) came close, but close was not good enough. This failure was an early indicator that despite the summer's catastrophes, the German army could not be counted out of the fight just yet (Map 1).

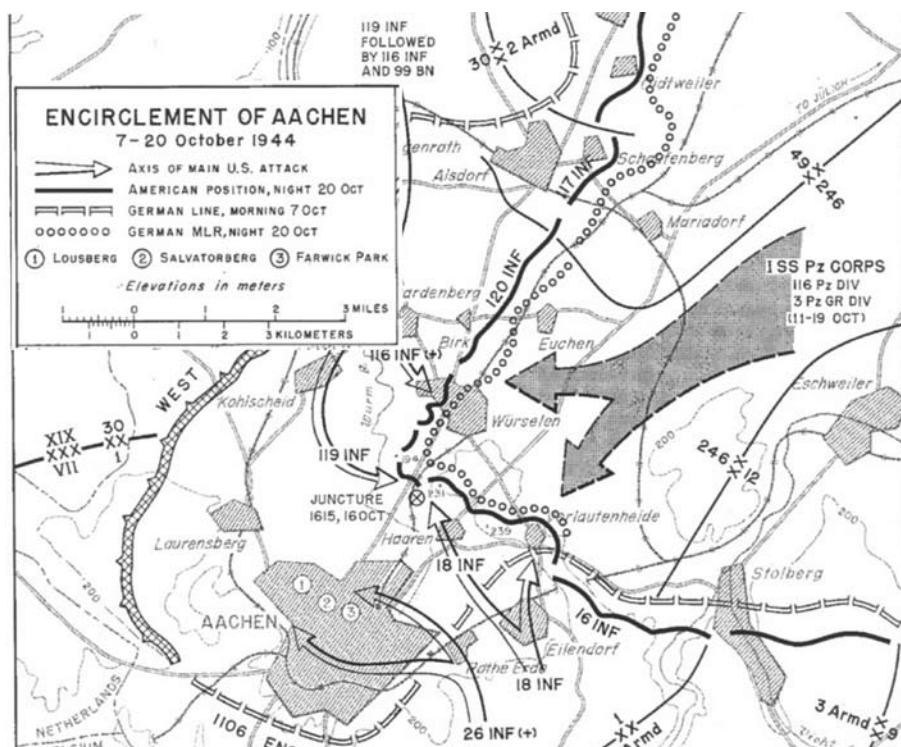
The result of these difficulties was that First Army had to take Aachen on a shoestring. When Americans arrived at the German border Sept. 10, 1944, the Germans expected an immediate assault on Aachen and deployed their forces accordingly. Instead, Lt. Gen. Courtney H. Hodges chose to attack the West Wall just south of the city, hoping to break through the border defenses before logistical shortfalls brought his operations to a halt. From Sept. 13 to 15, elements of the 3rd Armored and 9th Infantry divisions penetrated the West Wall and, in the process, outflanked Aachen to the south. Unable to press the advantage, First Army was forced to halt for three weeks to reorganize and build up strength for a deliberate attack.

It began the process Oct. 7, attacking with XIX Corps' 30th Infantry Division from the north and west. Oct. 8, VII Corps' 1st Infantry Division attacked before dawn from the south. Because of strong German resistance, Hodges decided to begin the reduction of Aachen before the encirclement was complete. Since the 1st Division was also responsible for the southern jaw of the Aachen encirclement, only one regiment, the 26th Infantry under Col. John F. R. Seitz, could be spared for the assault on the city.

The 26th had only two of its three battalions on hand. It would face a numerically superior foe – some 5,000



Company E, 110th Infantry, 28th Infantry Division advancing in the Huertgenwald.



Map 2

Germans actually garrisoned the city. However, the assault was carefully planned, rehearsed and supported; once launched, it proved irresistible.

Operations proceeded methodically. The attacking battalions of the 26th systematically routed out dazed defenders in house-by-house combat, in the process reducing the ancient city to ruins. Meanwhile, Oct. 16, elements of the 119th Infantry (30th ID) and the 18th Infantry (1st ID) met near Hill 231 south of Wuersele (Map 2). In the numerous German attempts to break the encirclement, more than 20 German battalions were destroyed in futile piecemeal counterattacks.

The city formally surrendered Oct.

21. This victory cost First Army more than 3,500 casualties. In return, it captured more than 11,000 prisoners and killed an unknown but substantial number of German Soldiers. The only positive achievement for the German defenders was that they had imposed a considerable delay on the U.S. forces.

With Aachen captured and Allied forces facing a lengthy wait before the supply crisis could be corrected, Hodges and Gen. Omar N. Bradley, commander of 21st Army Group, determined that continued offensive action was required to keep the Germans off balance.

First Army's desired action was

an advance toward Cologne and the Rhine River, but the only avenue of approach was constricted by the Huertgenwald, the heavily forested

What he should have known was that the Huertgen sheltered less than 10,000 German defenders with negligible offensive capability, but whose

combat ineffective when the 28th ID relieved it in late October.

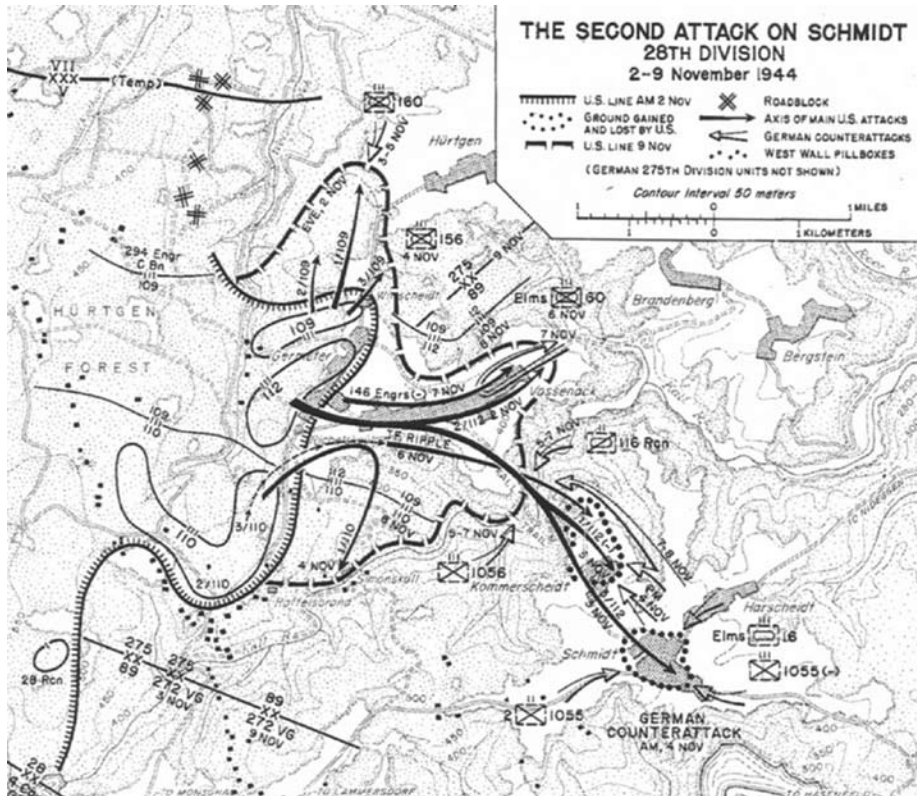
First Army's next attempt to penetrate into Germany was to be a two-corps assault in November. VII Corps would make the main effort through the Stolberg Corridor, cross the Roer River and advance toward Cologne with the objective of seizing a crossing of the Rhine. V Corps would make a supporting attack in the depths of the Huertgen to finish the job begun by the 9th ID, secure a better line of departure for the 4th ID (VII Corps), and tie up German reserves so they could not counterattack successfully.

V Corps' attack was scheduled for Nov. 2, with the main attack starting three days later. For many reasons, VII Corps was unable to advance until Nov. 16. No consideration was given to delaying V Corps' assault.

Thus, the 28th Infantry Division, commanded by Maj. Gen. Norman D. Cota, attacked Nov. 2. With a division operations plan dictated by the V Corps commander, Maj. Gen. Leonard T. Gerow, the division's three regiments were directed in diverging directions that precluded massing on any one objective (Map 3). Artillery, engineers, and armor powerfully augmented the division, but the weather prevented American tactical air power from playing its expected role.

The result was an even greater tragedy than the 9th ID's trials. When they were pulled from the line two weeks later, the 28th had suffered crippling losses in men and equipment yet failed to gain their assigned objectives, particularly the critical road junction of Schmidt.

In the judgment of later analysts, the worst aspect was that the division's objectives were not properly selected. Schmidt dominated the approaches to the Schwammenauel and Urft dams, which control water levels in the Roer River. Any attack to Cologne had to cross this river. Yet the dams were not identified as objectives in any of First Army or V Corps' planning until December. Another damning aspect of the 28th ID attack was that it had been planned as a supporting attack simultaneously with a renewed VII Corps offensive. That assault was delayed, ultimately to Nov. 16, but no one considered the consequences of a single divisional attack over impossible terrain against an undistracted enemy. The 28th ID suffered for two



Map 3

If American forces had held the exits from the forest, there could have been no threat to any advance.

northern terminus of a plateau known further south by such names as the Ardennes and the Eifel. Any advance toward Cologne had to curl clockwise around this high ground through the narrow Stolberg Corridor, further restricted by frequent inter-connected urban areas. Hodges later stated that concern about German forces attacking into the right flank of any advance necessitated sending forces into the forest.

defensive powers were reinforced by the rugged terrain, dense trees, a thick belt of reinforced concrete bunkers, and weather that quickly disintegrated into the wettest, coldest autumn and winter of the century. If American forces had held the exits from the forest, there could have been no threat to any advance.

V Corps' 9th Infantry Division ventured into the hell of the Huertgen in September, supporting VII Corps' attack on Aachen. Only able to devote two regiments, the 39th and 60th, the division's objective was to seize the principal road nets and junctions within the forest and so control any movement. Among the objectives were a ridge running from Vossenack to Gey, and the village of Schmidt, which overlooked two major dams on the Roer River. Repeated attacks between Oct. 6 and 16 failed to capture these objectives. The 9th ID lost more than 4,500 Soldiers while advancing only 3,000 yards; this experience foreshadowed every other American unit that subsequently followed them into the woods. For all practical purposes, the division was completely

weeks from the undivided attention of reinforced German defenders, including the 116th Panzer Division.

The experiences of the 4th ID, which ultimately came up on the left of the 28th ID, and the 1st ID, on the boundary between the Stolberg Corridor and the northwestern tip of the Huertgen, were similar. Regiments went into the forest and suffered enormous casualties to German mines, artillery and small arms. Their Soldiers struggled to advance, pushing toward the Roer Valley and an attempt to break onto the flat, open plain beyond. When the campaign ended Dec. 16, neither the critical Roer River dams nor the crossings themselves were under American control. That would have to wait for the resumption of offensive action after the Battle of the Bulge (Map 4).

The fighting in the Huertgen was some of the deadliest of the European war. It was characterized by repetitive attacks that sacrificed nearly all the advantages that the American Army had: mobility, powerful indirect fires and air-supremacy.

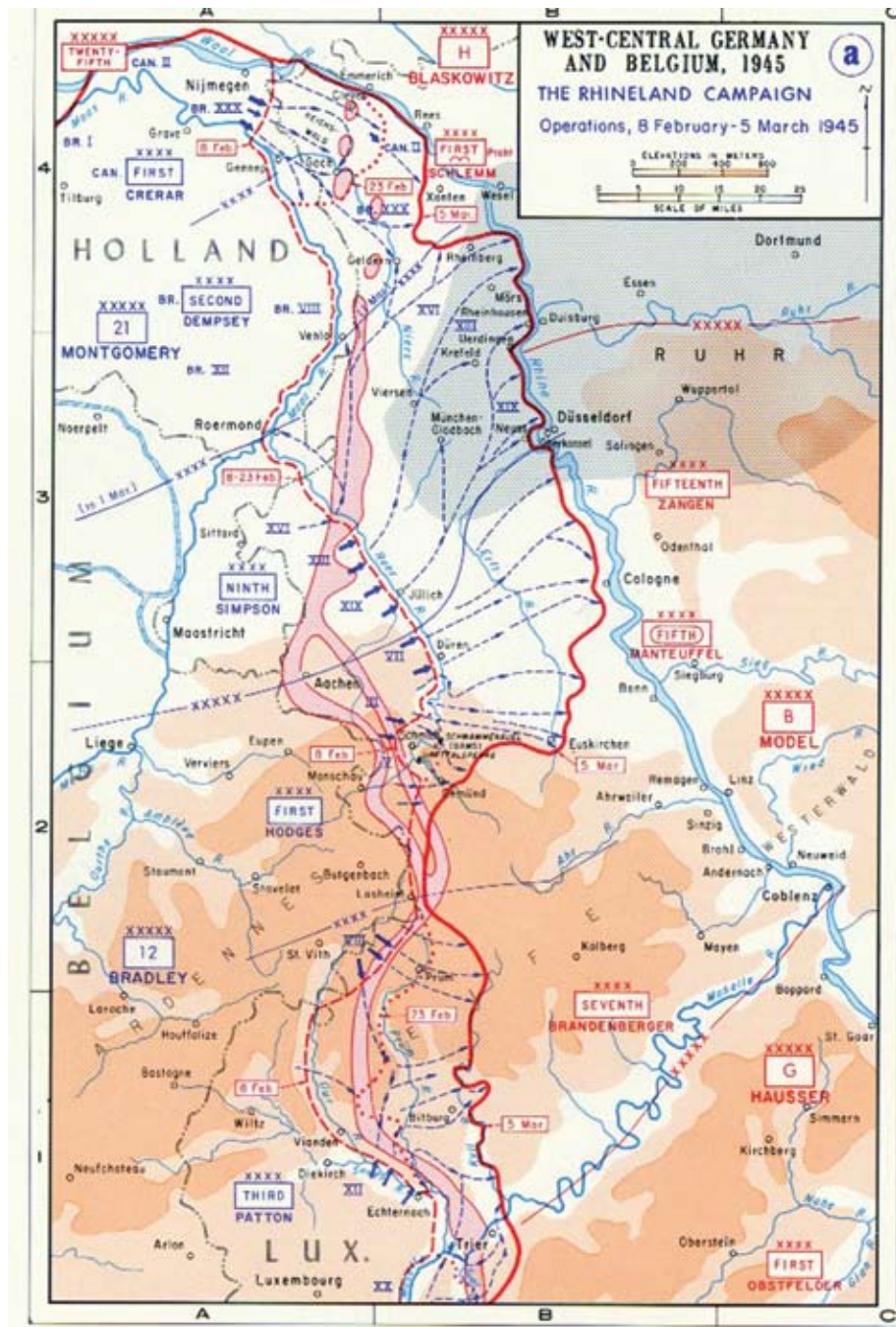
It demonstrated the operational immaturity of senior U.S. commanders, who misjudged the significance of the forest as a base for German counterattacks and were slow to recognize the importance of the Roer River dams.

Frontal attacks through dense defenses on the worst terrain imaginable showed the tactical inexperience of the Army's junior leaders, who had mostly been in the Army less than three years. Ultimately the 2nd Ranger Battalion; the 1st, 4th, 8th, 9th, 28th, 78th and 83rd Infantry divisions; the 82nd Airborne; and the 5th Armored divisions were committed inside the Huertgen. All sustained crippling losses.

Commanders must identify critical objectives. Particularly at senior levels, they must conduct wide-ranging analyses of each mission, look forward beyond the immediate challenges, and find all relevant facts applicable to obtaining success.

Plans must be clear and objectives obtainable. Subordinates must be given sufficient resources and adequate guidance, and then be allowed to execute their missions with minimal interference.

By these criteria First Army's leadership showed little imagination and can be justly accused of ineptitude. They accomplished neither the immediate objective of securing the road



Map 4

networks within the forest, nor the longer-ranged goal of degrading the German army sufficiently to preclude a massive German counteroffensive in

December. Their failure offers many lessons for the leaders of another U.S. Army engaged in combat against a fanatic and well-prepared enemy.

Additional Reading:

After essentially being forgotten for 20 years after the war, the Huertgen Forest Campaign has attracted an increasing number of careful studies. The primary source is Charles B. MacDonald's "The Siegfried Line Campaign," a volume of the official history series, *The United States Army in World War II*. He also collaborated on a specialized study in the same series, "Three Battles: Arnaville, Altuzza, and Schmidt," which is the definitive study of the 28th ID's fight; and authored

the earliest focused history, "The Battle of the Huertgen Forest," University of Pennsylvania Press, 1963.

The best general history currently is Edward G. Miller's "A Dark and Bloody Ground," Texas A&M Press, 1995. Gerald Astor's "The Bloody Forest," Presidio Press, 2000, is told primarily through first-person accounts. Robert Sterling Rush's "Hell in Huertgen Forest," University Press of Kansas, 2001, is a splendid look at the experience of the 22nd Infantry Regiment.

Aachen & Huertgen Forest

Medals of Honor, Men of Honor

I will always place the mission first
I will never accept defeat
I will never quit
I will never leave a fallen comrade

by Dr. Andrew N. Morris
 Office of the USAREUR Historian

Those who live in accordance with the Warrior Ethos recognize and value courage under extreme circumstances. For actions in and around Aachen and the Huertgen Forest during the autumn of 1944, Congress awarded the Medal of Honor for heroism to 15 Soldiers. Three are highlighted below.

I will never accept defeat



Staff Sgt. Marcario Garcia grew up in Sugarland, Texas. In November 1944, then-Pvt. Garcia was an acting squad leader of Company B, 22nd Infantry, 4th Infantry Division. Near Grosshau, Germany, he earned his Medal of Honor for actions Nov. 27. His citation includes:

"...(He) single-handedly assaulted 2 enemy machine gun emplacements. ...(His) company was pinned down by intense machine gun fire and subjected to a concentrated artillery and mortar barrage. Although painfully wounded, he refused to be evacuated and on his own initiative crawled forward alone.... Hurling grenades, he boldly assaulted the position, destroyed the gun, and with his rifle killed three of the enemy who attempted to escape. ... a second machine gun opened fire and again the intrepid soldier went forward ... stormed the position and destroyed the gun, killed three more Germans, and captured four prisoners. He fought on with his unit until the objective was taken and only then did he permit himself to be removed for medical care."

After the war Garcia returned to Sugarland and lived quietly until his death in 1972. A street and a middle school in his hometown are named for him. He is buried in the Houston National Cemetery, Section H, Grave A-1.

I will always place the mission first

Nov. 20, 1944. Maj. George L. Mabry was the recently assigned commander of 2nd Battalion, 8th Infantry, 4th Infantry Division, near Schevenhutte, Germany. Leading a unit largely made up of recent replacements, he knew he had to lead by example if his unit was to accomplish its mission.



From his citation:

"... the leading elements of his battalion were halted by a minefield and immobilized by heavy hostile fire. Advancing alone into the mined area, Maj. Mabry established a safe route of passage. He then moved ahead ... (and) observed 3 enemy in foxholes whom he captured at bayonet point. ... he paced the assault against 3 log bunkers ... Racing up a slope ahead of his men, he found the initial bunker deserted, then pushed on to the second where he was suddenly confronted by 9 onrushing enemy. Using the butt of his rifle, he felled 1 adversary and bayoneted a second, before his scouts came to his aid and assisted him in overcoming the others in hand-to-hand combat. Accompanied by the riflemen, he charged the third bunker under point-blank small-arms fire and led the way into the fortification from which he prodded 6 enemy at bayonet point ... (He) led his battalion across 300 yards of fire-swept terrain to seize elevated ground (and) established a defensive position which ... provided his regiment a firm foothold on the approach to the Cologne Plain."

Maj. Mabry ultimately rose to the rank of major general. He died in 1990.

I will never quit

Pfc. Francis X. McGraw was a machine-gunner in Company H, 26th Infantry, 1st Infantry Division. He was born in Philadelphia, Pa., but raised in Camden, N.J. He earned his Medal of Honor for his actions near Schevenhutte, Germany, Nov. 19, 1944. From his citation:

"He manned a heavy machine gun ... on Nov. 19, 1944, when the enemy launched a fierce counterattack. Braving an intense hour-long preparatory barrage, he ... poured deadly accurate fire into the advancing foot troops until they faltered and came to a halt. The hostile forces brought up a machine gun in an effort to dislodge him but were frustrated when he lifted his gun to an exposed but advantageous position atop a log ... and knocked out the enemy weapon. A rocket blasted his gun from position, but he retrieved it and continued firing. He silenced a second machine gun and then made repeated trips over fire-swept terrain to replenish his ammunition supply. Wounded painfully in this dangerous task, he disregarded his injury and hurried back to his post ... He continued to fire until his ammunition was expended, (then) picked up a carbine, killed 1 enemy soldier, wounded another and engaged in a desperate firefight with a third until he was mortally wounded by a burst from a machine pistol."

In 1953 a new elementary school in his hometown was named in McGraw's honor. He is buried in the American Military Cemetery at Henri-Chapelle, Belgium, Plot A, Row 18, Grave 25.





CHEVRON NOTES:

The American Soldier and the Army Family

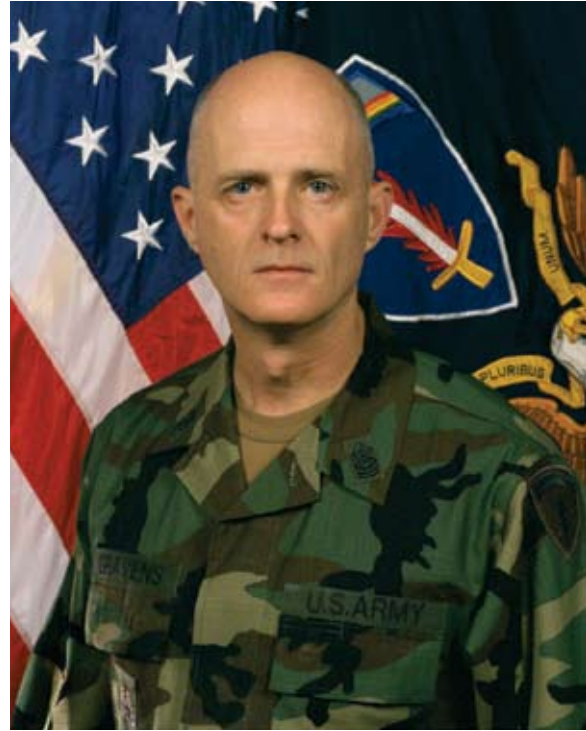
I would like to take this opportunity to share a few thoughts about respect, communication, and care regarding our Soldiers and their families. As leaders, we all want to do the right thing, but in today's world, it is so easy to slight doing what is right due to the demands of doing what is the most urgent.

Our current force is undoubtedly the best that our Army has ever fielded since the inception of the Continental Army in 1775. We have been at war for nearly four years now, and yet young Americans still step forward and volunteer to serve. They and their families continue to reenlist to stay on the Army team despite continual deployments to war and family separations. They are bright, dedicated and willing to make incredible personal sacrifices. If you want to know what a living, breathing American patriot looks like, study your Soldiers in formation, and their families standing nearby. They are the role models of patriots in action during a time of war.

It goes without saying that our Soldiers and their families deserve our utmost respect, but perhaps we sometimes overlook expressing that respect when the opportunity presents itself. In my travels, I frequently have the opportunity to ask large groups of young noncommissioned officers what Army Value they deem as most important. Without fail, the overwhelming response is always "respect." They know that they must treat their subordinates with respect, if they are to be successful as leaders, and also, they seek the respect of their seniors. They and the junior Soldiers are professionals, and they want to be treated as the professional warriors that they are, and as members of the team. Likewise, the Army spouse fully deserves and rightfully expects to be treated with well-earned respect as a valuable, contributing member of the Army family.

All leaders should seek to express their respect and admiration for our warriors and their families, whether by spoken words and deeds, or simply by the time shared with these key members of our team.

Communication skills are incredibly important for any leader, regardless of rank, in today's Army. Whether the junior squad leader with his squad, or the most senior commander of the unit, we must effectively communicate with our team. We live in an information age and our Soldiers and their families have a right and a high expectation to know what the current situation is and what the future plan looks like at unit level. Even when we as leaders may not know what the future holds, we owe it to our team to tell them that, and then provide them our best estimation of what may unfold or develop. Our worst course of action is to tell them nothing. Finally, communication must work both directions to be effective. We must ask, and then intently listen, as our Soldiers and their spouses share their thoughts and fears. And



always, we need to seek their recommendations in the appropriate areas of concern.

Caring about Soldiers and families is one of the most common topics when discussing leadership. It has always been easy to talk about, but tougher to execute when people's needs are competing for your time and resources, and perhaps against mission accomplishment. I am of the firm belief that if a Soldier and his or her family believes that we, as leaders, truly and genuinely care about them not only as members of the team, but as individual human beings, we have gone a long way towards winning their trust and loyalty. Loyalty is a powerful thing and it breeds success within the unit in a thousand ways. We don't win their loyalty by merely talking about our care for them, but by demonstrated, roll-up-your-sleeves-and-get-involved passionate actions to meet their needs and thus having an impact on their lives for a long time to come ... perhaps a lifetime. What a legacy that is for any leader.

Though I have always been aware of their greatness, nevertheless, I am truly amazed by the magnificence of our noble Soldiers and the families within our Army of today. As I watch the tremendous performances and great sacrifices of our Soldiers and their families during this war, I am continually reminded that I must do better at expressing and displaying my deep respect for them. I must do better at communicating with them. I must still yet do better at caring for the American Soldier and the Soldier's family. They deserve it.

Any Mission!

A handwritten signature in black ink, reading 'Michael L. Gravens'.

MICHAEL L. GRAVENS
Command Sergeant Major
United States Army Europe and 7th Army



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